



JSS Academy of Higher Education and Research, Mauritius

Programme Document

Master of Business Administration (Hospital Administration)

Master of Business Administration- Hospital Administration

A. Programme Information

The MBA (Hospital Administration) is a qualification designed to meet the needs and aspirations of early career individuals through the combination of a general management education with the specialist area of Hospital and Health Services Management. It is intended for individuals who want to develop their leadership and management skills along with their interest in Hospital and Health Services Management and for those seeking fast track career progression opportunities. This postgraduate degree aims to enhance students' professional prospects by developing their capability to apply the latest thinking relating to organisational development and change in the competitive global context. The programme comprises modules covering management skills and techniques, change management, problem solving, computer literacy, resource management, strategic management, legal and ethical issues to manage a sustainable health system. These concepts are operationalised into the management challenges of running a successful health service, and the personal development skills needed for managing change and innovation.

B. Programme Aims

The programme aims to develop healthcare administrators with the required expertise in the field of health care administration equipped with professional knowledge and skills of modern technology to manage the planning, resourcing and coordinating the various functions of the healthcare organizations.

Job Prospects:

- Healthcare Finance Managers
- Medical and Health Service Managers
- Hospital Administrators
- Medical Directors
- Blood Bank Administrators

- Laboratories
- Health Agencies
- Public Health Departments

Programme Objectives

The Programme objectives are to equip the students with: -

1. Skills and competencies required for an administrator in terms of people management, resource management and technology management
2. Thorough knowledge to understand the functions of healthcare organizations and their management in the changing environment.
3. Abilities to handle routine operations and critical incidents in challenging situations.
4. Competency in communication skills, critical thinking and decision-making skills
5. Efficiency to work in teams and as a leader, group work and project management

C. Overall Programme Learning Outcomes

The programme will enable the students to:

1. Be administrators with the professional knowledge and skills to manage healthcare organizations
2. Be leaders at workplace with effective communication skills, leadership qualities and decision-making abilities
3. Be team builders with efficient and effective management of resources including men, machine, money and materials
4. Be administrators with humane approach and empathy towards employees and patients
5. Be futuristic with abilities to strategically plan, organize and coordinate the short term and long-term plans of the healthcare organizations.

D. Entry Requirements

JSSAHERM will follow the admission requirements of HEC for tertiary education level programmes. The Faculty of Management Studies, on a case-to-case basis, will make admission decisions.

Candidates must either be:

Graduates of a recognised university or any other institutions of higher education with at least a lower second-class honours degree or holders of an approved professional qualification deemed equivalent to an honour's degree.

Or

An approved professional qualification recognized as being equivalent to an honour's degree

Overseas Candidates

Overseas candidates whose first language is not English and who do not hold a degree or equivalent professional qualification taught in English will be required to produce evidence of their competence in English.

Fees Structure

The extract of fee structure and breakdown refund policy are given below;

Programme	Duration (Years)	Tuition Fee per annum (MUR)	USD
MBA (Hospital Administration)	FT – 1.5 PT - 2	PT - 100,000 FT - 150,000	PT - 2,500 FT - 3,600

Other Fees	Refund Policy	Amount (MUR)
Application Fees	Non-refundable	1,000
Registration Fees	Non-refundable	5,000
Administrative Fees	Non-refundable	5,000 per annum
Library Fees	Non-refundable	5,000 per annum
Library Deposit	Refundable	5,000
Laboratory Fees	Non-refundable	5,000 per annum
Examination Fees	Non-refundable	5,000 per annum
Marks card fees	Non-refundable	1,000 per annum
Convocation Fees	Non-refundable	2,000
Examination Resit Fees	Non-refundable	2,000 per paper for Theory and 2,500 per paper for Practical
Sports Fees	Non-refundable	1,000 per annum

Hostel Fees:

Accommodation Charges	Non-refundable	45,000 per annum
Food Charges	Non-refundable	40,000 per annum
Caution Deposit	Refundable	15,000 One Off

E. Programme Mode and Duration

Full time: Minimum 1.5 years (3 Semesters) – Maximum 3 years (6 Semesters)

Part-time & Online: Minimum 2 years (4 Semesters) - Maximum 4 years (8 Semesters)

F. Teaching and Learning Strategies

The programme will consist of a wide variety of teaching methods, including lectures, tutorials, individual or group projects, assignments, presentations, workshops, seminars and case studies. The programme will also consist of class tests, structured discussions, self-development activities, hospital placement, and ward rounds. Self-learning will be the key feature of the programme, enabling students to explore, investigate and research in various issues related to hospital administration.

Positive learning outcomes reflect an interplay between the teaching activities and learning environment provided by JSSAHERM and the skills, knowledge, attitudes and behaviours of its students. The institution has brought forward a few principles to help ensuring that the quality of teaching and learning is always respected.

The following principles aim to guide excellence in learning and teaching practices, while recognising that effective learning and teaching involves a partnership between students and the institution:

- a) Creating an engaging, motivating, and intellectually stimulating learning environment and experience.

- b) Encouraging the spirit of critical inquiry and creative innovation informed by current research.
- c) Emphasising the importance, relevance, and integration of theory and knowledge with professional practice to develop solutions to real world issues.
- d) Providing learning experiences that develop inter-culturally capable graduates who can make a difference as socially and ethically responsible global citizens.
- e) Valuing and recognising individual and cultural diversity through the provision of an inclusive context of support and respect for all students.
- f) Enhancing student engagement and learning through effective curriculum design, pedagogy and assessment strategies.
- g) Continuously improving teaching practice through academic staff professional development, and critical reflection informed by a range of evaluation approaches.;
- h) Conducting evaluation (feedback) exercises, through which the students will be encouraged to give their view and rate the teaching quality of each lecturer – The feedback survey forms would be analysed and reports would be generated.
Appropriate measures would be taken to eliminate weaknesses and shortcomings; All feedback survey forms would be securely kept for verification and consultation as and when required; The feedback exercise will be conducted every semester before the end of courses to ensure that students' views are appropriately taken care prior to their sitting for examinations;
- i) Conducting Performance Appraisal exercises for all teaching and non-teaching staff members; This exercise allows the institution to find room for improvement, evaluate the staff's opportunities for promotion and to channel staff members for training and development as learning is an on-going process not only students but for lecturers and other staff members also.

JSSAHERM considers feedback from students as vital and has established a student feedback form for each module being taught. The criterion under which a course will be evaluated is as follows:

- a) Knowledge of the lecturer related to the subject;
- b) Coverage of the syllabus – Was the syllabus covered completely and thoroughly or was any topic not covered;
- c) Delivery of lecturer or demonstration for practical;
- d) Discipline in class (theory and practical) – Did the lecturer have control over his batch of students;

- e) Interaction in class – Did the lecturer invite students to participate in class?
- f) Audibility of voice – Did the lecturer express himself clearly and could all students hear / understand when he/ she explained?
- g) Explanation and emphasis on important points – Was the subject being explained with respect to the syllabus and were important points highlighted? Did the lecturer make use of relevant examples to support the explanations?
- h) Evaluation of subject notes or learning materials being provided to students – clarity, conciseness and relevance;
- i) Infrastructure being given for the subject being taught – classroom quality (clarity of white board, aeration, LCD and multimedia projector equipments, etc)
- j) Evaluation of practical sessions – laboratories, equipments, safety, knowledge of the lecturer, etc;
- k) Information being given students – Did the lecturer provide students with information that were related to only the subject matter or did they provide a broader picture of the subject for more learning.
- l) Were students motivated to attend conferences/ seminars / industrial training to enhance their knowledge?

The feedback exercise would be carried out anonymously meaning that students do not divulge their identities while filling the form. Once the feedback exercise has been carried out, the administrative department would work on each form and compile the data and submit same to the Head of Faculty. The latter will analyze the information and call the lecturers to inform them of the evaluation of the subject and work on ways to improve effectiveness and efficiency of lecturers and implementation of new ways of teaching and learning.

The feedback mechanism is expected to assist JSSAHERM to improve the following:

- Quality of teaching
- Service provided to students both academic and non-academic
- Infrastructure – new equipments in laboratories, classrooms
- Organization of extra-curricular activities – outings, sports activities, cultural events, etc
- Quality of learning materials distributed to students

- Importance of courses being delivered;
- Objectives and career pathway of students
- Creation of short training programmes to enhance learning
- Encouraging faculty members to pursue their studies to higher levels
- Converting weaknesses of faculties to strengths to provide better learning opportunities for students.

G. Student Support and Guidance

Each cohort of the programme will be allocated a Programme Coordinator who will act as a liaison officer between the students and the institution. The programme coordinator will also provide support for academic management of the programme

The student support and guidance include:

- Tutoring
- Access to library / E-library
- Access to IT workshop
- A variety of student welfare activities.

H. Attendance Requirements

The students must secure a minimum of 80% attendance in each subject to become eligible to take term end examination. All students must attend every lecture, tutorial and practical classes except for approved leave like medical emergencies etc. Each course of the semester shall be treated as a separate unit for calculation of the attendance. A student, who does not satisfy the attendance requirement, mentioned as above, shall not be eligible to appear for the examination of that semester and not promoted to higher semester. The student shall be required to repeat that semester along with regular students later by paying the prescribed fee as per the regulations of JSSAHERM.

I. Credit System

A. Credit System

1. (i) 1 credit = 15 hours of lecture
(ii) 1 credit = 30 hours of practical/tutorials/seminars
2. Project / Dissertation: 10 credits.

B. Credits per level

PG Certificate	: 40 credits
PG Diploma	: 62 credits
MBA (HA)	: 72 credits

J. Student Progress and Assessment

- The evaluation of performance of the students' is based on the marks obtained in each module. Semester Percentage Average (SPA) and Cumulative Percentage Average (CPA) are calculated to determine their final awards at the end of their programme of study.
- Modules are assessed through written examinations of duration of 3 hours.
- All modules are normally assessed over 100 marks, except for project/dissertation which will be assessed over 300 marks.
- The overall pass mark for a module shall be 50%, subject to the students submitting their continuous assessment within set deadlines.
- All modules must be passed in the examinations, coursework and other forms of assessment.

The modules will be assessed as follows:

- End semester examinations contributing to 70% of the total marks
- Continuous assessment carrying 30% of total marks. Continuous assessment can be based on seminars and/or assignments or class tests.

In order to pass in a module, a minimum of 50% should be attained in:

- a) Continuous assessment, and in
- b) End semester examination

Grading

Postgraduate			
Overall Marks	Grade	Grade point	Performance
$90 \leq X \leq 100$	O	10	Outstanding
$80 \leq X < 90$	A	9	Excellent
$70 \leq X < 80$	B	8	Very Good
$60 \leq X < 70$	C	7	Good
$50 \leq X < 60$	D	6	Satisfactory
$X < 50$	F	0	Failed
Absent	AB	0	Failed

Calculation of Semester grade point average (SGPA)

The performance of a student in a semester is indicated by a number called 'Semester Grade Point Average' (SGPA). The SGPA is the weighted average of the grade points obtained in all the courses by the student during the semester. For example, if a student takes five courses (Theory/Practical) in a semester with credits C1, C2, C3, C4 and C5 and the student's grade points in these courses are G1, G2, G3, G4 and G5, respectively, and then students' SGPA is equal to:

$$\text{SGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + C_4G_4 + C_5G_5}{C_1 + C_2 + C_3 + C_4 + C_5}$$

The SGPA is calculated to two decimal points. It should be noted that, the SGPA for any semester shall take into consideration the F grade awarded in that semester. For example, if a learner has a F grade in course 4, the SGPA shall then be computed as:

$$\text{SGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + C_4 * \text{ZERO} + C_5G_5}{C_1 + C_2 + C_3 + C_4 + C_5}$$

Calculation of Cumulative Grade Point Average (CGPA)

The CGPA is calculated with the SGPA of all the semesters to two decimal points and is indicated in final grade report card/final transcript showing the grades of all semesters and their courses. The CGPA shall reflect the failed status in case of F grade(s), till the course(s) is/are passed. When the course(s) is/are passed by obtaining a pass grade on subsequent examination(s) the CGPA shall only reflect the new grade and not the fail grades earned earlier. The CGPA is calculated as:

$$\text{CGPA} = \frac{C_1S_1 + C_2S_2 + C_3S_3 + C_4S_4 + C_5S_5 + C_6S_6 + C_7S_7 + \dots + C_nS_n}{C_1 + C_2 + C_3 + C_4 + C_5 + C_6 + C_7 + \dots + C_n}$$

where C1, C2, Cn,.... is the total number of credits for semester I,II,...n, and S1,S2, Sn,....is the SGPA of each semester I,II,,,n.

K. Evaluation of Performance

All modules carry equal weight, except for dissertation which counts for the equivalent of 2.5 modules.

Project/dissertation

Candidates should compulsorily submit a related project at the end of the final semester of the programme or a dissertation. The scope of the research will be assessed and approved through a project proposal that will be due after completion of the Operations Research and Research Methodology module. The project will mainly involve real problems solving situation or will be on health system administration themes as approved by the post graduate dissertation committee. The project should be around 15000-20000 words and may have to be defended in a viva-voce as may be decided by the Post-Graduate Dissertation Committee.

L. Award Classification

The class shall be awarded based on CGPA as follows:

Classification of Award	CGPA
Distinction	8.00 and above
Merit	7.00 to 7.99
Pass	6.00 to 6.99
No Award	less than 6.00

M. Programme Organisation and Management

Programme Coordinator :

Name : Dr H K Mamatha

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N. Programme Structure

MBA (Hospital Administration) Full time

YEAR 1							
<i>Semester 1</i>				<i>Semester 2</i>			
Code	Modules	Hrs/Wk L T/P/SD	Credits	Code	Modules	Hrs/Wk L T/P/SD	Credits
MBAHA101	Management Principles and Organizational Behaviour	4	4	MBAHA201	Operations Research	4	4
MBAHA102	Managerial and Health Economics	4	4	MBAHA202	Strategic Management	4	4
MBAHA103	Cost and Financial Accounting	4	4	MBAHA203	Human Resource Management	4	4
MBAHA104	Business Statistics and Research Methodology	4	4	MBAHA204	Total Quality Management	4	4
MBAHA105	Marketing Management & Services Marketing	4	4	MBAHA205	Management Information System & Health Informatics	4	4
					Internship		2
Total			20	Total			22
YEAR 2							
<i>Semester 1</i>							
Code	Modules	Hrs/Wk L T/P/SD	Credits				
MBAHA301	Hospital Operations Management	4	4				
MBAHA302	Hospital Planning and Designing, Support services	4	4				
MBAHA303	Safety and Risk Management in Hospitals	4	4				
MBAHA304	Epidemiology in Medical and Health System Management	4	4				
MBAHA305	Medical Ethics, Laws & Insurance Management	4	4				
MBAHAPROJ	Project Work		10				
Total			30				

Summary of Number of Credits

Total Number of Credits	
Semester	No. of Credits
I	20
II	22
III	30
TOTAL	72

MBA (Hospital Administration) Part time

YEAR 1							
<i>Semester 1</i>				<i>Semester 2</i>			
Code	Modules	Hrs/Wk L T/P/SD	Credits	Code	Modules	Hrs/Wk L T/P/SD	Credits
MBAHA101	Management Principles and Practices Organizational Behaviour	4	4	MBAHA201	Operations Research	4	4
MBAHA102	Managerial and Health Economics	4	4	MBAHA202	Strategic Management	4	4
MBAHA103	Cost and Financial Accounting	4	4	MBAHA203	Human Resource Management	4	4
MBAHA104	Business Statistics and Research Methodology	4	4	MBAHA204	Total Quality Management	4	4
MBAHA105	Marketing Management & Services Marketing	4	4	MBAHA205	Management Information System & Health Informatics	4	4
					Internship		2
Total			20	Total			22
YEAR 2							
<i>Semester 1</i>				<i>Semester 2</i>			
Code	Modules	Hrs/Wk L T/P/SD	Credits	Code	Modules	Hrs/Wk L T/P/SD	Credits
MBAHA301	Hospital Operations Management	4	4	MBAHA401	Safety and Risk Management in Hospitals	4	4
MBAHA302	Hospital Planning and Designing, Support services	4	4	MBAHAPROJ	Project Work		10
MBAHA303	Epidemiology in Medical and Health System Management	4	4				
MBAHA304	Medical Ethics, Laws & Insurance Management	4	4				
Total			16	Total			14

Summary of Number of Credits

Total Number of Credits	
Semester	No. of Credits
I	20
II	22
III	16
IV	14
TOTAL	72