

Curriculum and Syllabus

MHA — Master of Health Administration

Degree awarded	Master of Health Administration (MHA)
Program length	4 semesters
Credits	120 ECTS-equivalent credits
Language	English
Mode of study	Fully online, asynchronous study with scheduled tutorial consultations and operations labs
Document	Full course-by-course syllabus

WHAT THIS DOCUMENT CONTAINS

- Every semester with its credit load and thematic focus
- Course-by-course syllabus with code, credits and workload hours
- Course summaries and the learning outcomes of each module
- The assessment formula applied to each individual course
- Credit distribution table across the whole degree

An executive master's degree for people who run hospitals, clinics, laboratories and care networks — operations, quality, finance and compliance in one program.

Credit distribution

Semester	Thematic focus	Credits
Semester 1 — The provider organisation	Structure, finance and law of care delivery	30
Semester 2 — Operations and quality	Running the service	30
Semester 3 — Leadership and strategy	Leading people and negotiating value	30
Semester 4 — Administrative capstone	Improvement in a real organisation	30
Total		120

Semester 1 — The provider organisation

Structure, finance and law of care delivery · 30 credits

MHA-101 — Health Care Delivery Systems

10 credits · 250 hours total workload

Provider types, referral and continuity of care, integration models, workforce roles and the structural drivers of cost and access.

Course learning outcomes

- Map the patient pathway across a network of providers
- Explain how organisational structure drives cost and access outcomes
- Compare integrated and fragmented delivery models on defined criteria

Assessment: Pathway analysis (60%) and examination (40%)

MHA-102 — Health Care Finance and Revenue Cycle

10 credits · 250 hours total workload

Service-line costing, DRG and fee schedules, coding and documentation, denials management, capital budgeting for equipment.

Course learning outcomes

- Cost a service line and identify its contribution margin
- Diagnose and reduce denial rates in a revenue cycle
- Appraise a capital purchase with a payback and NPV analysis

Assessment: Service-line financial review (70%) and examination (30%)

MHA-103 — Law and Compliance for Providers

10 credits · 250 hours total workload

Provider liability, informed consent, HIPAA and GDPR obligations, fraud and abuse rules, accreditation and licensing requirements.

Course learning outcomes

- Build a compliance plan covering the organisation's principal legal risks
- Handle a privacy incident from detection to notification
- Prepare a department for an accreditation survey

Assessment: Compliance plan (60%) and incident exercise (40%)

Semester 2 — Operations and quality

Running the service · 30 credits

MHA-201 — Operations, Capacity and Patient Flow

10 credits · 250 hours total workload

Queueing and variability, bed and theatre scheduling, bottleneck analysis, lean methods and demand-capacity modelling.

Course learning outcomes

- Build a demand-capacity model for a clinical unit
- Identify and relieve the binding constraint in a pathway
- Design a scheduling rule that reduces waiting without raising cost

Assessment: Capacity model with implementation note (100%)

MHA-202 — Quality Improvement and Patient Safety

10 credits · 250 hours total workload

Measurement for improvement, control charts, root cause and FMEA analysis, incident reporting culture and the design of safety systems.

Course learning outcomes

- Run a full improvement cycle with control-chart evidence
- Conduct a root cause analysis and convert it into system change
- Design an incident reporting system people actually use

Assessment: Improvement project charter and results (100%)

MHA-203 — Health Information Systems and Digital Care

10 credits · 250 hours total workload

EHR workflow design, interoperability, telehealth operations, clinical decision support and the safe introduction of digital tools.

Course learning outcomes

- Redesign a documentation workflow to reduce clinician burden
- Plan a telehealth service including triage and escalation rules
- Assess a digital tool for clinical safety and data protection before adoption

Assessment: Digital implementation plan (100%)

Semester 3 — Leadership and strategy

Leading people and negotiating value · 30 credits

MHA-301 — Leadership of Clinical Teams

10 credits · 250 hours total workload

Professional autonomy and management authority, burnout and retention, performance conversations, conflict and change leadership.

Course learning outcomes

- Lead a change affecting clinical practice without losing safety performance
- Run a documented performance and development conversation
- Build a retention plan grounded in measured drivers of turnover

Assessment: Leadership case portfolio (100%)

MHA-302 — Strategy, Contracting and Population Health

10 credits · 250 hours total workload

Service portfolio decisions, payer contracting and value-based arrangements, community needs assessment and population health programmes.

Course learning outcomes

- Quantify the effect of a proposed payer contract on a service line
- Decide, with evidence, whether to expand or close a service
- Design a population health intervention with measurable targets

Assessment: Contract analysis (50%) and strategy paper (50%)

MHA-303 — Applied Research Methods for Administrators

10 credits · 250 hours total workload

Evaluation design in provider settings, routine data, survey and interview methods, and preparation of the capstone protocol.

Course learning outcomes

- Design a defensible evaluation of a service change
- Use routine operational data without over-claiming
- Write an approved capstone protocol

Assessment: Approved capstone protocol (100%)

Semester 4 — Administrative capstone

Improvement in a real organisation · 30 credits

MHA-401 — Capstone Project and Defence

30 credits · 750 hours total workload

An independent 15,000–18,000 word project that diagnoses, implements and evaluates an improvement in a real provider organisation.

Course learning outcomes

- Diagnose an operational or quality problem with data
- Implement or fully specify an intervention and evaluate it
- Defend the project before an examination panel

Assessment: Capstone project (80%) and oral defence (20%)