Program Overview
The Master of Healthcare Administration (M.H.A.) degree with a major in Healthcare Administration offers courses designed to enhance the career mobility of persons currently employed in health professions as well as to provide a solid base of academic and directed experiences for persons who may desire entry into the field of health administration. The primary focus of the curriculum is middle-to senior-level management.

Principal areas of study include health and disease; sociological, economic, legal, and political forces which affect health care; and management organizational behaviors including such specializations as financial management, human resource management, planning, marketing, and data generation and analysis.

Application Requirements
The items listed below are required for admission consideration for applicable semesters of entry during the current academic year. Submission instructions, additional details, and changes to admission requirements for semesters other than the current academic year can be found on The Graduate College’s website (http://www.gradcollege.txstate.edu). International students should review the International Admission Documents page (http://mycatalog.txstate.edu/graduate/admission-documents/international/) for additional requirements.

- completed online application
- $55 nonrefundable application fee
- $90 nonrefundable application fee for applications with international credentials
- baccalaureate degree from a regionally accredited university
- official transcripts from each institution where course credit was granted
- GPA ≥ 2.75 for the last 60 credit hours
- GRE is not required
- resume/CV including relevant experience (volunteer, research, employment and other)
- statement of purpose indicating the student’s ability and interest in completing the degree program in healthcare administration
- three letters of recommendation from professionals or academics competent to assess the student’s interest in pursuing a career in healthcare administration
- interview with the graduate advisor assessing the student’s commitment to completing the program

TOEFL, PTE, or IELTS Scores
Non-native English speakers who do not qualify for an English proficiency waiver:

- official TOEFL iBT scores required with a 85 overall
- official PTE scores required with a 57
- official IELTS (academic) scores required with a 6.5 overall and minimum individual module scores of 6.0

This program does not offer admission if the scores above are not met.

Degree Requirements
The Master of Healthcare Administration (M.H.A.) degree with a major in Healthcare Administration requires 49 semester credit hours, including a thesis.

Prerequisites
Course prerequisites for healthcare administration majors include the following: statistics, economics, and financial accounting. These prerequisites may be accepted from other universities and should be taken prior to entering the graduate program.

Course Requirements

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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</thead>
<tbody>
<tr>
<td>Required Courses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HA 5300</td>
<td>Healthcare Organization and Delivery</td>
<td>3</td>
</tr>
<tr>
<td>HA 5301</td>
<td>Healthcare Administration Research Methods</td>
<td>3</td>
</tr>
<tr>
<td>HA 5303</td>
<td>Information Systems Management in Healthcare</td>
<td>3</td>
</tr>
<tr>
<td>HA 5304</td>
<td>Healthcare Economics and Financial Theory</td>
<td>3</td>
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<tr>
<td>HA 5316</td>
<td>Healthcare Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>HA 5321</td>
<td>Healthcare Law</td>
<td>3</td>
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<tr>
<td>HA 5325</td>
<td>Health Care Quality Improvement Concepts and Tools</td>
<td>3</td>
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<tr>
<td>HA 5334</td>
<td>Operational Decision Making for Healthcare Managers</td>
<td>3</td>
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<tr>
<td>HA 5335</td>
<td>Public Health for Healthcare Administrators</td>
<td>3</td>
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<tr>
<td>HA 5346</td>
<td>Healthcare Strategic Management</td>
<td>3</td>
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<tr>
<td>HA 5355</td>
<td>Human Resource Management in Healthcare Facilities</td>
<td>3</td>
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<tr>
<td>HA 5356</td>
<td>Policy Development in Healthcare Arena</td>
<td>3</td>
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<tr>
<td>HA 5362</td>
<td>Healthcare Organizational Behavior/Theory</td>
<td>3</td>
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<tr>
<td>HA 5371</td>
<td>Marketing of Health Services</td>
<td>3</td>
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<tr>
<td>HA 5191</td>
<td>Field Experience Orientation</td>
<td>1</td>
</tr>
<tr>
<td>Thesis</td>
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<tr>
<td>HA 5399A</td>
<td>Thesis</td>
<td>3</td>
</tr>
<tr>
<td>Choose a minimum of 3 hours from the following:</td>
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<tr>
<td>HA 5199B</td>
<td>Thesis</td>
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<tr>
<td>HA 5299B</td>
<td>Thesis</td>
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<td>HA 5399B</td>
<td>Thesis</td>
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<td>HA 5599B</td>
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<td>HA 5999B</td>
<td>Thesis</td>
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<tr>
<td>Total Hours</td>
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<td>49</td>
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Comprehensive Examination Requirement
All degree-seeking graduate students must pass a comprehensive examination at the end of the didactic portion of their program. The School of Health Administration administers comprehensive exams at the end of the fall and spring terms. Students with field placements on their degree audits must pass the comprehensive exam before they begin their field placement. Students who fail the comprehensive exam may take the exam again the next term it is offered. Two failures will result in dismissal from the program.

If a student elects to follow the thesis option for the degree, a committee to direct the written thesis will be established. The thesis must demonstrate the student’s capability for research and independent
thought. Preparation of the thesis must be in conformity with the Graduate College Guide to Preparing and Submitting a Thesis or Dissertation.

**Thesis Proposal**

The student must submit an official Thesis Proposal Form (http://www.gradcollege.txstate.edu/forms.html) and proposal to his or her thesis committee. Thesis proposals vary by department and discipline. Please see your department for proposal guidelines and requirements. After signing the form and obtaining committee members’ signatures, the graduate advisor’s signature if required by the program and the department chair’s signature, the student must submit the Thesis Proposal Form with one copy of the proposal attached to the dean of The Graduate College for approval before proceeding with research on the thesis. If the thesis research involves human subjects, the student must obtain exemption or approval from the Texas State Institutional Review Board prior to submitting the proposal form to The Graduate College. The IRB approval letter should be included with the proposal form. If the thesis research involves vertebrate animals, the proposal form must include the Texas State IACUC approval code. It is recommended that the thesis proposal form be submitted to the dean of The Graduate College by the end of the student’s enrollment in 5399A. Failure to submit the thesis proposal in a timely fashion may result in delayed graduation.

**Thesis Committee**

The thesis committee must be composed of a minimum of three approved graduate faculty members.

**Thesis Enrollment and Credit**

The completion of a minimum of six hours of thesis enrollment is required. For a student’s initial thesis course enrollment, the student will need to register for thesis course number 5399A. After that, the student will enroll in thesis B courses, in each subsequent semester until the thesis is defended with the department and approved by The Graduate College. Preliminary discussions regarding the selection of a topic and assignment to a research supervisor will not require enrollment for the thesis course.

Students must be enrolled in thesis credits if they are receiving supervision and/or are using university resources related to their thesis work. The number of thesis credit hours students enroll in must reflect the amount of work being done on the thesis that semester. It is the responsibility of the committee chair to ensure that students are making adequate progress toward their degree throughout the thesis process. Failure to register for the thesis course during a term in which supervision is received may result in postponement of graduation. After initial enrollment in 5399A, the student will continue to enroll in a thesis B course as long as it takes to complete the thesis. Thesis projects are by definition original and individualized projects. As such, depending on the topic, methodology, and other factors, some projects may take longer than others to complete. If the thesis requires work beyond the minimum number of thesis credits needed for the degree, the student may enroll in additional thesis credits at the committee chair’s discretion. In the rare case when a student has not previously enrolled in thesis and plans to work on and complete the thesis in one term, the student will enroll in both 5399A and 5399B.

The only grades assigned for thesis courses are PR (progress), CR (credit), W (withdraw), and F (failing). If acceptable progress is not being made in a thesis course, the instructor may issue a grade of F. If the student is making acceptable progress, a grade of PR is assigned until the thesis is completed. The minimum number of hours of thesis credit (“CR”) will be awarded only after the thesis has been both approved by The Graduate College and released to Alkek Library.

A student who has selected the thesis option must be registered for the thesis course during the term or Summer I (during the summer, the thesis course runs ten weeks for both sessions) in which the degree will be conferred.

**Thesis Deadlines and Approval Process**

Thesis deadlines are posted on The Graduate College (http://www.gradcollege.txstate.edu/) website under “Current Students.” The completed thesis must be submitted to the chair of the thesis committee on or before the deadlines listed on The Graduate College website.

The following must be submitted to The Graduate College by the thesis deadline listed on The Graduate College website:

1. The Thesis Submission Approval Form bearing original (wet) and/or electronic signatures of the student and all committee members.
2. One (1) PDF of the thesis in final form, approved by all committee members, uploaded in the online Vireo submission system.

After the dean of The Graduate College approves the thesis, Alkek Library will harvest the document from the Vireo submission system for publishing in the Digital Collections database (according to the student’s embargo selection). **NOTE:** MFA Creative Writing theses will have a permanent embargo and will never be published to Digital Collections.

While original (wet) signatures are preferred, there may be situations as determined by the chair of the committee in which obtaining original signatures is inefficient or has the potential to delay the student’s progress. In those situations, the following methods of signing are acceptable:

- signing and faxing the form
- signing, scanning, and emailing the form
- notifying the department in an email from their university’s or institution’s email account that the committee chair can sign the form on their behalf
- electronically signing the form using the university’s licensed signature platform.

If this process results in more than one document with signatures, all documents need to be submitted to The Graduate College together.

No copies are required to be submitted to Alkek Library. However, the library will bind copies submitted that the student wants bound for personal use. Personal copies are not required to be printed on archival quality paper. The student will take the personal copies to Alkek Library and pay the binding fee for personal copies.

Master’s level courses in Health Administration: HA
Courses Offered

Health Administration (HA)

HA 5111. Topics in Health Administration.
An in-depth study of a singular topic or a related problem being faced by practicing managers in the rapidly changing healthcare industry. Special emphasis will be placed on the topic's current relevance and its utilitarian value to the participant. May be repeated if topic differs.
1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Grade Mode: Standard Letter

HA 5191. Field Experience Orientation.
This course will assist the student to prepare for the field experience and to prepare for the comprehensive exam. An extensive orientation to the field experience will be provided to better enable students to move from the classroom setting to a workplace scenario.
1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

HA 5199B. Thesis.
This course represents a student’s continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.
1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

HA 5299B. Thesis.
This course represents a student’s continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.
2 Credit Hours. 2 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

A survey of the organization and delivery of health services focusing on the history and development of health systems as they relate to the overall health and medical care systems. Major attention is given to governing bodies, patient care organizations, and executive management structures.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

A study of research methodology as it pertains to healthcare administration. Included are hypothesis forming, designing research, and the collection, manipulation and analysis of data. Knowledge of numeracy and statistics is essential.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

This course provides a comprehensive introduction to information systems management for healthcare organizations. It covers the determination of information required by whom, design of information flows, procurement of information systems technology resources, assurance of information security, and management of systems integration.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

A study of economic theories that have an impact on the healthcare industry. Special emphasis will be placed on emerging economic research and its impact on potential policy ramifications.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

HA 5311. Trends in Health Administration.
An in-depth study of singular trend or a related problem being faced by practicing managers in the rapidly changing healthcare industry. Special emphasis will be placed on the topic's current relevance and its utilitarian value to the participant. Examples of trends, which are typically offered, include trends in rural health, managed care ethical issues, and in total quality management. This course may be repeated for credit with a different subject area.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

An introduction to healthcare financial management including the financial management in healthcare organizations, healthcare payment systems, financing and investment decisions, and financial planning, analysis, and control. Prerequisites: accounting, economics, and statistics.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

An in-depth analysis of healthcare law and its effect on the relationships between the patient, the patient's family, the provider, and other interested third parties. Analysis of cases is the primary method of study.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

This course teaches the concepts of quality in health care and the use of quality improvement tools. Quality management will be explored using Lean Six Sigma continuous process improvement methodologies. This course is intended to help students learn and translate health care quality management theory, concepts, and knowledge into practice.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter
An introduction to the fundamentals of selected operations research techniques essential to the analysis of healthcare managerial problem situations, the design of new and improved systems, and the implementation of systems to achieve desired systems performance.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

This course introduces the healthcare manager to public health and its role in preventing illnesses and improving the health of the community. Students will learn of the role of the manager in disease prevention and how to participate and lead community efforts for the wellness of the community.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

This capstone course examines mission, vision, strategy, and operations from both the formulation and implementation perspectives. Emphasis will be on the role of the manager/leader in strategic management analysis, creativity, and action. This course is available to HA majors only.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

HA 5346. Healthcare Accounting.
An introduction to financial accounting in healthcare with an emphasis on the preparation of non-profit financial statements for healthcare service organizations, control procedures for healthcare entities, and accounting issues unique to the healthcare industry. This course does not earn graduate degree credit.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from Graduate GPA|Leveling
Grade Mode: Leveling/Assistantships

A study of personnel administration in the healthcare facility and the environment in which it functions. Emphasis will be on the role of the Personnel Office in forecasting, developing, and managing human resources, in addition to a review of current legislation affecting the personnel function.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

Prospective healthcare administrators analyze changing healthcare paradigm to determine decision-points where policies can be affected. Course allows students to apply existing skills to real world policy issues at state and national levels and to analyze policy development from numerous stakeholders' viewpoints.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

This course is a study of theory and concepts drawn from the behavioral and social sciences. These concepts are applied as a foundation and conceptual framework for the analysis, diagnosis, prediction and guidance of human behavior in healthcare organizations.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

A study of marketing functions and principles as they relate to the healthcare delivery system. Analysis of marketing concepts such as market segmentation, marketing planning, marketing audit, marketing positioning, and marketing mix will be discussed.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Standard Letter

HA 5375. Healthcare Accounting.
An introduction to financial accounting in healthcare with an emphasis on the preparation of non-profit financial statements for healthcare service organizations, control procedures for healthcare entities, and accounting issues unique to the healthcare industry. This course does not earn graduate degree credit.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Course Attribute(s): Exclude from Graduate GPA|Leveling
Grade Mode: Leveling/Assistantships

HA 5399A. Thesis.
This course represents a student's initial thesis enrollment. No thesis credit is awarded until student has completed the thesis, HA 5399B.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

HA 5399B. Thesis.
This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.
3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

HA 5450. Administrative Field Placement.
A one-semester, full-time field experience which allows students to apply their foundational didactic education by means of rotations, experiences, and projects in a healthcare organization. This course is graded on a credit (CR), no-credit (F) basis. Prerequisite: Instructor approval.
4 Credit Hours. 0 Lecture Contact Hours. 20 Lab Contact Hours.
Course Attribute(s): Exclude from 3-peat Processing
Grade Mode: Credit/No Credit

HA 5599B. Thesis.
This course represents a student's continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.
5 Credit Hours. 5 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit

HA 5640. Administrative Practicum.
A one-semester, part-time field experience designed for the student already working full-time in healthcare. The practicum provides a broader orientation to the student's organization and exposure to special projects.
6 Credit Hours. 0 Lecture Contact Hours. 20 Lab Contact Hours.
Grade Mode: Credit/No Credit
HA 5840. Administrative Field Placement.
A one-semester, full-time field experience which allows students to apply their foundational didactic education by means of rotations, experiences, and projects in a healthcare organization.
8 Credit Hours. 0 Lecture Contact Hours. 40 Lab Contact Hours.
Grade Mode: Credit/No Credit

HA 5999B. Thesis.
This course represents a student’s continuing thesis enrollments. The student continues to enroll in this course until the thesis is submitted for binding.
9 Credit Hours. 9 Lecture Contact Hours. 0 Lab Contact Hours.
Grade Mode: Credit/No Credit