

## 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
- or
- \$90 nonrefundable application fee for applications with international credentials
- baccalaureate degree from a regionally accredited university (Non-U.S. degrees must be equivalent to a four-year U.S. Bachelor's degree. In most cases, three-year degrees are not considered. Visit our International FAQs (<https://www.gradcollege.txst.edu/international/faqs.html>) for more information.)
- official transcripts from **each institution** where course credit was granted
- a 2.75 overall GPA or a 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
- two signed letters of recommendation from professionals or academics competent to assess the student's interest in pursuing a career in healthcare administration

### Approved English Proficiency Exam Scores

Applicants are required to submit an approved English proficiency exam score that meets the minimum program requirements below unless they have earned a bachelor's degree or higher from a regionally accredited U.S. institution or the equivalent from a country on our exempt countries list (<http://www.gradcollege.txstate.edu/international/language.html#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
- official Duolingo Scores required with a 110 overall
- official TOEFL Essentials scores required with an 8.5 overall

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 40 semester credit hours, including a thesis.

### Requirements

Code	Title	Hours
<b>Required Courses</b>		
HA 5300	Healthcare Organization and Delivery	3
HA 5303	Healthcare Analytics and Information System Management	3
HA 5304	Healthcare Financial Management I	3
HA 5316	Healthcare Financial Management II	3
HA 5321	Healthcare Law and Policy	3
HA 5325	Healthcare Quality and Operations Improvement	3
HA 5334	Data-Guided Healthcare Decision-Making	3
HA 5335	Public Health for Healthcare Administrators	3
HA 5346	Strategic Management and Marketing for Healthcare Organizations	3
HA 5355	Emerging Trends in Healthcare Human Resources	3
HA 5362	Healthcare Organizational Behavior, Theory, and Leadership	3
HA 5191	Program Competencies Assessments and Integrative Experience Preparation	1
<b>Thesis</b>		
HA 5399A	Thesis	3
Choose a minimum of 3 hours from the following:		3
HA 5199B	Thesis	
HA 5299B	Thesis	
HA 5399B	Thesis	
HA 5599B	Thesis	
HA 5999B	Thesis	
<b>Total Hours</b>		<b>40</b>

## 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 ([http://www.gradcollege.txstate.edu/docs/Thesis\\_Diss\\_Guide.pdf](http://www.gradcollege.txstate.edu/docs/Thesis_Diss_Guide.pdf))

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 (withdrew), 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.

This course includes an in-depth study of a singular topic, or a related problem being encountered by practicing managers in the rapidly changing healthcare industry. Special emphasis is placed on the topic's current relevance and its utilitarian value. This course may be repeated for credit with a different topic area.

**1 Credit Hour. 1 Lecture Contact Hour. 0 Lab Contact Hours.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Standard Letter

#### HA 5191. Program Competencies Assessments and Integrative Experience Preparation.

This course prepares students for the end-of-program, final integrative comprehensive exam to assess students' program competencies. Students complete the final integrative comprehensive exam and prepare for an effective transition from the classroom setting to the contemporary healthcare organization work environment.

**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

#### HA 5300. Healthcare Organization and Delivery.

This course includes an overview and comparison of the organization and delivery of health services focusing on the history, development, and current delivery by organizations in the continuum of care. Through the course, students acquire foundational knowledge and management applications pertaining to governance, policy, organizational structures, stakeholders, research, and patient-centered care.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

#### HA 5301. Healthcare Administration Research Methods.

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

#### HA 5303. Healthcare Analytics and Information System Management.

This course provides a comprehensive introduction to information systems management for healthcare organizations, with a focus on incorporating analytics for informed decision-making. 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. Students gain skills in leveraging analytics for insights and trend analysis, optimizing technology solutions, and addressing the unique challenges of healthcare data management.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

#### HA 5304. Healthcare Financial Management I.

This course introduces selected financial management concepts and practices in healthcare organizations. It is a broad introduction to important financial theories, tools, issues, and terminology. Throughout the course, students apply financial management concepts in practical assignments related to health insurance and reimbursement methods, basic managerial accounting, interpretation of healthcare financial statements, cost and profit analysis, departmental and service-line costing and pricing, and planning and budgeting.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

#### HA 5311. Trends in Healthcare Administration.

This course offers students an in-depth study of a singular trend or related problem experienced by practicing managers in the rapidly changing healthcare industry. Special emphasis is placed on the selected topic's current relevance and its utilitarian value. Examples of trends can include processes or problems occurring in a specific delivery setting; ethical issues; emerging policy, regulation, or law implications; supply chain; and 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.**

**Course Attribute(s):** Exclude from 3-peat Processing

**Grade Mode:** Standard Letter

#### HA 5316. Healthcare Financial Management II.

This course builds on the concepts covered in Financial Management I and emphasizes development and application of analytical, statistical, and mathematical competencies pertaining to time value analysis, risk and return concepts, debt and equity financing, cost of capital, capital budgeting, project risk analysis, lease financing and working capital management.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5321. Healthcare Law and Policy.**

This course addresses legal issues pertaining to health services as they relate to providers and consumers within the healthcare system. It covers the legal issues surrounding the relationship of patients, providers, and healthcare institutions and examines managerial and clinical ethics as they relate to the provision of health services. The course also addresses policy issues at state and national levels, including how to analyze policies and facilitate policy development, from the perspective of various stakeholders. Students evaluate changing healthcare policy paradigms and decision points.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5325. Healthcare Quality and Operations Improvement.**

This course instructs the concepts of quality management in health care integrating quality improvement tools using continuous process improvement methodologies. Students learn to translate healthcare quality management theory, concepts, and knowledge into practice by applying statistical methods and analysis to eliminate defects, reduce waste, and deliver excellent patient/client experiences. Students gain familiarity with the quality standards required by federal and private organizations.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5334. Data-Guided Healthcare Decision-Making.**

This course provides the foundation of quantitative reasoning with data evidence and emphasizes the critical nature of the group decision-making process. The course defines the scope and limitations of decision-making. The role of uncertainties in decision-making are illustrated with examples from health care. The adverse outcomes and their consequences in healthcare decisions are explored. The concepts and tools of decision-making trees are applied to improve the quality of decisions. Students practice identifying and rectifying root causes to mitigate risks of adverse outcomes.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5335. Public Health for Healthcare Administrators.**

This course includes an examination of the ten essential services of public health and the role of the healthcare manager in disease prevention and improvement of the community's health, as well as public health surveillance. Students apply the core public health functions as a framework to contextualize public health issues. Students gain experience and practice identifying sources of data and examining peer-reviewed literature.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5346. Strategic Management and Marketing for Healthcare Organizations.**

This capstone course builds upon analytical skills needed for making evidence-based strategic and marketing decisions. It covers the strategic planning/management process in the competitive healthcare industry including the assessment of both the external and internal environments and alignment of an organization's strengths and weaknesses with external threats and opportunities. The study of marketing functions, principles, and concepts as they relate to the healthcare delivery system is also included. Students develop skills by analyzing a real healthcare organization and recommending strategic and marketing decisions.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5355. Emerging Trends in Healthcare Human Resources.**

This course identifies, analyzes, and suggests strategies for managing emerging human resource trends with a focus on the healthcare industry. . Course emphasis includes responding to and providing leadership in the key human resource functions of employment, compensation, benefits, employee relations, leadership and staff development, and succession planning.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5356. Policy Development in Healthcare Arena.**

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

**HA 5362. Healthcare Organizational Behavior, Theory, and Leadership.**

This course provides a foundation and conceptual framework for understanding and navigating healthcare organizational behavior, grounded in the study of organizational, management, leadership, motivation, teaming, and cultural theories, drawing from the behavioral and social sciences. Students learn and practice applied skills in communication, motivation, leadership, teaming, collaboration, facilitation, negotiation, decision-making, change and conflict management through an experiential-learning project.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Standard Letter

**HA 5371. Marketing of Health Services.**

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 students' initial thesis enrollment. No thesis credit is awarded until students have completed the thesis in Health Administration 5399B. Graded on a credit (CR), progress (PR), no-credit (F) basis.

**3 Credit Hours. 3 Lecture Contact Hours. 0 Lab Contact Hours.**

**Grade Mode:** Credit/No Credit

**HA 5399B. Thesis.**

This course represents students' continuing thesis enrollments. Students continue to enroll in this course until the thesis is submitted for binding. Graded on a credit (CR), progress (PR), no-credit (F) basis.

**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.**

This course includes a one semester, part-time field experience designed for students with prior U.S. healthcare or supervisory experience and who work full-time in healthcare. The practicum provides a broader and more in-depth focus on students' exposure to special projects. This course is graded on a credit (CR), no credit (F) basis. Prior Level Assessment (PLA) for prior documented U.S. healthcare or supervisory experience occurs through the student's submission of a portfolio summarizing the recent experience, supported by artifacts (from the last 5 years), and approved by the PLA evaluation committee and the Graduate Dean.

**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