



YENEPOYA

(Deemed to be University)
Bengaluru Campus

NAAC GRADE **A+**
ACCREDITED UNIVERSITY

INDUSTRY-INTEGRATED MHA • YENEPOYA • JLF STRATX

Master of Hospital Administration

Learn. **PRACTICE.**
LEAD.

An industry-integrated MHA built to turn academic knowledge into hospital capability — and hospital capability into healthcare leadership.

ADMISSIONS OPEN 2026–27

BENGALURU CAMPUS • TWO YEARS • FOUR SEMESTERS

WHY THIS DEGREE EXISTS

Healthcare is a business. It is not an ordinary business.

Every organisation balances cost against value. Healthcare balances them while a person is on a ventilator.

That is a structural difference, not a turn of phrase. In most industries a leader optimises for one objective — growth, margin, share — and manages risk around it. In a hospital, the leader solves for revenue, cost, throughput, workforce, technology, regulation, access and reputation at the same time, under a constraint that cannot be traded away at any price: the patient must not be harmed.

A general manager can learn healthcare, and many do it well. But general management training teaches you to optimise. It does not teach you what you are never allowed to optimise away. That is the gap this degree exists to close.



What a hospital leader holds at once

Not in sequence. Not by delegation. Simultaneously, in the same decision, often in the same hour.

Patient safety

The line that is never traded

Clinical outcomes

What the care actually achieves

Quality & accreditation

NABH, JCI, audit, CAPA

Patient experience

Designed, not surveyed

Ethics & consent

Rights, dignity, disclosure

Regulation & law

Medico-legal exposure

People

A licensed, scarce workforce

Operations & flow

Beds, theatres, turnaround

Finance

Payer mix, cost, margin

Technology & data

HMIS, analytics, AI

Access

Who the hospital can serve

Growth

The institution's next decade

“Empowering future healthcare leaders starts with the right education.”

DrDeviPrasadShetty

Founder & Chairman, Narayana Health

WHO THIS IS FOR

Two ways in. One destination.

This degree admits clinicians and non-clinicians, and it is built to take both to the same place — a leadership role inside a health system.



If you hold a clinical degree

MBBS · BDS · BAMS · BHMS · Nursing · Pharmacy · Allied Health

You already have credibility with clinicians. What you do not yet have is the language of the organisation — the P&L, the accreditation system, the payer contract, the staffing model. This degree converts clinical credibility into organisational authority.

If you hold a non-clinical degree

Life Sciences · Arts · Commerce · Law · Engineering · Management

Healthcare is one of the few sectors where an outsider can build a serious career — but only with a working understanding of how care is delivered. The rotations, clinical vocabulary and quality systems here give you that before you are asked to manage anything.

2

YEARS

Four semesters, full-time

3

HOSPITAL SETTINGS

Government · Trust · Corporate

15

HOSPITAL FUNCTIONS

One integrated rotation

WHY THIS MHA IS DIFFERENT

From knowledge to capability.

Healthcare has changed faster than the classroom. Hospitals now run on HMIS platforms, predictive analytics and AI-assisted decision support, and the leaders who succeed in them read a dashboard as comfortably as a balance sheet. This MHA is built in three layers rather than one.

University — academic foundation 01

Delivered and governed by Yenepoya (Deemed to be University). Builds the theoretical and analytical foundation of hospital administration, and confers the MHA degree.

- Principles of Management
- Organisational Behaviour
- Statistics & Research Methodology
- Accounting in Healthcare
- Hospital Administration
- Healthcare Operations
- Human Resource Management
- Quality & Patient Safety
- Health Information Systems

JLF StratX — professional capability 02

Translates academic knowledge into functional hospital skill — store audits, duty rosters, CAPA-style responses, MIS interpretation — building demonstrable, job-ready capability.

- Hospital Operations, HR & Medical Records
- Quality & Patient Safety
- Supply Chain, Revenue Cycle & Billing
- Cross-Functional Coordination
- Career Readiness

AI & digital — technology-enabled leadership 03

Working fluency in the systems that now run modern hospitals — including the judgement to know where AI genuinely helps and where deploying it becomes a patient-safety risk.

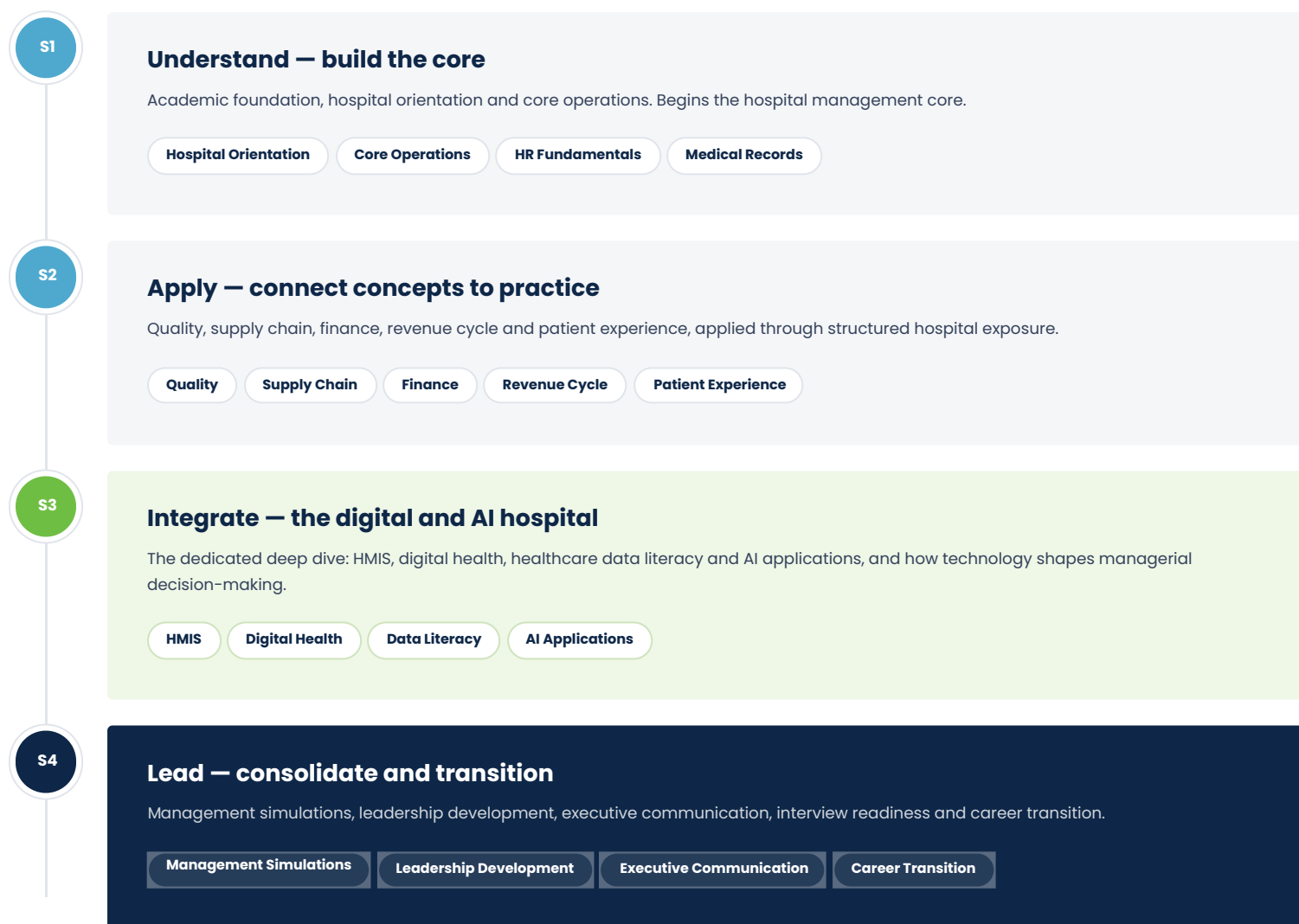
- HMIS Fundamentals
- Digital Health
- Healthcare Data Literacy
- AI Applications in Healthcare
- Technology-Enabled Operations
- Managerial Interpretation of Health Data

Academic knowledge	Applied practice	Resulting capability
Inventory Management	Structured store audit	Identify process gaps and operational risk
Human Resource Management	Duty roster development	Understand staffing and skill-mix allocation
Quality Management	Incident analysis and CAPA response	Think in root cause and prevention
Hospital Finance	Hospital MIS interpretation	Read operational performance from data
Health Information Systems	AI and HMIS decision exercises	Interpret technology-driven hospital data

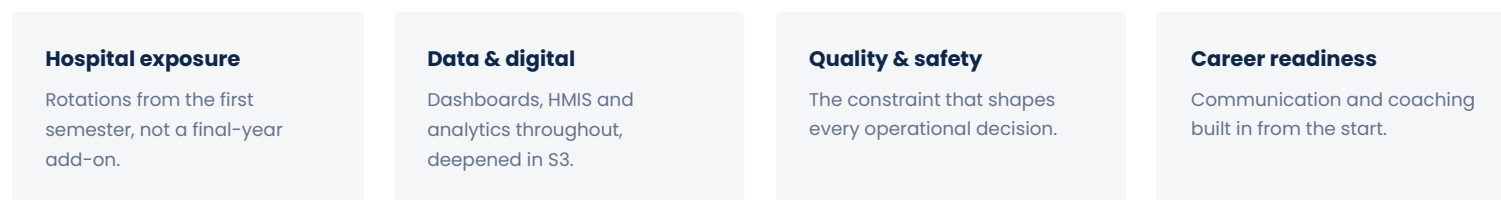
THE PROGRAMME STRUCTURE

Your two-year journey

Four semesters, one continuous progression — from classroom knowledge to hospital-ready, technology-enabled capability. Each stage builds directly on the one before it, and data and digital practice run through all four.



RUNNING THROUGH ALL FOUR SEMESTERS



Understanding becomes application. Application becomes integration. Integration becomes the confidence to lead.

REAL HOSPITAL EXPOSURE

Learn how hospitals actually run.

15

HOSPITAL FUNCTIONS
ONE ROTATION

Practical training runs across every function of a working hospital, integrated across all four semesters – from the front office to the finance office, from the pharmacy to the operating theatre.

PATIENT-FACING & CLINICAL SUPPORT

Front Office & OPD

Medical Records

Pharmacy

Laboratory

Radiology

ICU

Operating Theatre

CSSD

BUSINESS & OPERATIONS

Billing & TPA

Human Resources

Quality

Administration

Supply Chain

Finance

Marketing & PR

Three settings, three disciplines

Don't learn one hospital. Each setting teaches what the others cannot, and graduates leave having worked across all three.

Government / teaching

Scale, public systems and institutional complexity. High patient volume, layered decision-making.

Trust / charitable

Resource optimisation and mission-driven delivery. Quality under real constraint.

Corporate healthcare

Standardisation, efficiency and technology-led performance. Process discipline and data.

Beyond the hospital walls

Healthcare is no longer one building. Exposure extends to remote patient monitoring and to the payer side of the system, so graduates understand how care, data and money move through the whole chain.

WHAT A WEEK INSIDE A HOSPITAL LOOKS LIKE

Day	Where you are, and what you come back with
Monday	Operating theatre – scheduling, turnaround, and why the third case of the day slips
Tuesday	Billing and TPA – trace one rejected claim from pre-authorisation to denial and back
Wednesday	Classroom – the finance and policy behind what you saw earlier in the week
Thursday	Quality round – an incident, its root cause, and the CAPA that follows

DEVELOP THE LEADER

More than administrators.

The goal is a professional who can work across the clinical, operational, financial, technological and human dimensions of a hospital — not just one of them.

Executive presence

Communicate with confidence and work with stakeholders across a hospital.

Operational leadership

Understand how departments — and their data — work together.

Business & data judgement

Interpret operational, financial and AI-generated information, and know its limits.

Change & crisis management

Respond to disruption, quality failures and organisational change.



It is four o'clock on a Tuesday

Fourteen patients are waiting for beds. Six discharges are stuck in billing. Two nurses on the evening shift have called in sick, and a consultant wants an unscheduled theatre slot.

A graduate of this programme reads the MIS to find where the delay actually sits, checks whether the discharge block is authorisation or pharmacy, reworks the roster against skill mix rather than headcount, and knows which of those four problems can wait and which one becomes a safety event by six o'clock. That is the capability this degree is built to produce.

THE FUNCTIONS HOSPITALS HIRE FOR

The rotation is not theory. It is the hiring map.

Yenepoya's Department of Hospital Administration has been placing graduates into hospital functions for years. The roles they are hired into line up, almost function for function, with the rotation this programme runs.

Function in the rotation	Roles our graduates have entered
Front office & OPD	Patient Coordinator · OPD Operations · Guest Relation Executive
Patient relations	Patient Relation Executive
Inpatient operations	IP Operations Executive · Floor Coordinator
Medical records	Medical Records Department
Quality	Quality Department
Supply chain	Supply Chain Management · Purchase Department
Billing & TPA	Authorization Executive
Administration	Administration Executive · Manager on Duty
Marketing & PR	Marketing Executive

Roles recorded for the BHA and BBAHAMT 2022 cohort, Department of Hospital Administration, Yenepoya (Deemed to be University).

Where Yenepoya hospital administration graduates work

Aster MIMS	Manipal Hospital, Bengaluru	KIMS Sreechand	Meitra Hospital	Burjeel	Almas Hospital
Dr Mooppan Hospital	Ahalya Foundation	Animala Hospital	Midas Hospital	Yenepoya Medical College Hospital	
Yenepoya Speciality Hospital					

Departments do not hire degrees. They hire someone who has already stood in the department. That is what the rotation is for.

TURNING LEARNING INTO LEADERSHIP

Twenty-seven students. Twenty-seven hospitals.

Graduates of Yenepoya's Department of Hospital Administration, placed across corporate networks, trust hospitals, Gulf healthcare groups and our own teaching hospitals.



Ismail Enaz
PATIENT COORDINATOR
Happiest Pearls,
Bangalore



Anisha Alex
MANAGEMENT TRAINEE
Midas Hospital,
Trissur



Muhammad Afrad
PATIENT RELATION EXECUTIVE
Yenepoya Medical College
Hospital



Nasiba
ADMINISTRATION ASSISTANT
Animala Hospital,
Kanhagad



Antfal
SUPPLY CHAIN MANAGEMENT
Aster MIMS,
Kottakkal



Jesna Jose
PATIENT RELATION EXECUTIVE
Yenepoya Speciality
Hospital



Hana MRD
Meittra Hospital,
Calicut



Riza
IP OPERATIONS
Aster MIMS,
Kannur



Abdul Afnan
FLOOR COORDINATOR
Manipal Hospital,
Bangalore



Mohammad Fadil
PURCHASE DEPARTMENT
Almas Hospital,
Malappuram



Nafhiya K
INTERN
Meittra Hospital,
Calicut



Nihal CK
TRAINEE
Yenepoya Medical
College Hospital



Ashbiya
AUTHORIZATION EXECUTIVE
Burjeel Company,
Kochi
Dynamed Health Care Solution



Fida Muneer
INTERN
KIMS Sreechand Hospital,
Kannur



Mariyam Hasna
PATIENT RELATION EXECUTIVE
Yenepoya Speciality Hospital,
Bangalore



Fathma Nowra
QUALITY DEPARTMENT
Dr Mooppan Hospital,
Wayanad



Hanith Musthafa
TRAINEE
Yenepoya Medical
College Hospital



Mohammad Fayiz M
GUEST RELATION EXECUTIVE
Manipal Hospital,
Bangalore



Navjyoth Udes
MANAGER ON DUTY
KIMS Sreechand Hospital,
Kannur



Fathimath Sunneira
IP OPERATION EXECUTIVE
Aster MIMS,
Kannur



Alphin Bijoy
ADMINISTRATION EXECUTIVE
Ahalya Foundation,
Palakkad



Shanid
MARKETING EXECUTIVE
Meittra Hospital,
Calicut



Salma Rasheen
PATIENT RELATION EXECUTIVE
Yenepoya Speciality Hospital,
Bangalore



Sajya ck
OPD OPERATIONS
Meittra Hospital,
Kozhikode



Shahima Hamza
PATIENT RELATION EXECUTIVE
Yenepoya Medical College Hospital



Amina OT
QUALITY DEPARTMENT
KIMS Sreechand Hospital,
Kannur



Aflah
TRAINEE
Meittra Hospital,
Calicut

Congratulations
ON YOUR
NEW BEGINNINGS

*"Healthcare
is a people business.
And you are its future."*

WHERE THIS DEGREE TAKES YOU

Eight sectors. One degree.

The assumption that an MHA leads only to hospital administration is the costliest misconception about this degree. The healthcare value chain hires across all of the following.

Hospital & health system leadership

Operations, quality, patient experience, service lines, and the executive track beyond.

Healthcare consulting

Advisory firms, NABH and JCI accreditation consulting, operations turnaround.

Health insurance & payers

Claims, provider networks, medical management, product.

Digital health & health-tech

Product and clinical operations roles in a sector hiring people who understand software and hospitals.

Health IT & informatics

HMIS and EMR implementation, interoperability, healthcare data.

Pharmaceutical & life sciences

Medical affairs operations, market access, hospital business.

Public health & policy

Government programmes, NGOs, multilateral and research organisations.

Academia & research

Teaching, doctoral study, and health systems research.

Where the bachelor's takes you. Where the master's takes you.

The left column is where our undergraduate cohort was hired. The master's is built to start you a tier above it.

Bachelor's entry role	Master's trajectory
Patient Relation Executive	Patient Experience Manager
Floor Coordinator · IP Operations	Operations Manager
Quality Department	Quality & Accreditation Lead
Authorization Executive	Revenue Cycle Manager
Administration Executive	Assistant Administrator
Trainee	Management Trainee, executive track

Bachelor's roles from the BHA and BBAHMT 2022 cohort. The master's trajectory reflects the roles this programme is designed for and is not a guarantee of a specific position.

THE TEN-YEAR VIEW

CHOOSING THE RIGHT QUALIFICATION

Three good options. Three different jobs.

This is not a case for the MHA in the abstract. An MBA is a powerful general-management qualification with a far broader industry surface, and a short certification is a real, portable skill. The useful comparison is narrower.

	MBA	MHA	Certification
Core orientation	General management across sectors	Health systems management	A defined skill
Typical duration	Two years	Two years	Weeks to months
Healthcare context	Elective or concentration	The spine of the curriculum	Narrow and specific
Clinical fluency	Not assumed	Structurally embedded	Not addressed
Applied hospital exposure	Varies	Multi-setting rotation	Rarely included
Breadth of exit options	Widest, all industries	Deep across healthcare	Supplements an existing role
Progression rights	Postgraduate	Postgraduate, doctoral eligible	Not a degree

On the MBA

Choose an MBA if you want optionality across industries. Plenty of excellent hospital leaders hold one. The difference is where you start: an MHA graduate can read an accreditation non-conformity, interpret a case-mix report and sit in a mortality review without needing it translated. In a sector where credibility with clinicians decides whether an administrator can change anything, that head start matters.

On certifications

A certificate teaches a skill. A degree builds a professional — supervised research, months inside working hospitals, a recognised entry credential, a cohort and a faculty network, and eligibility for doctoral study. The two are not competitors. Stack certificates on a degree and you compound; stack them on nothing and you plateau.

In the United States, healthcare administration has been a distinct graduate discipline since 1968, with its own accrediting body. A health system that had every opportunity to decide a general business degree was sufficient decided that it was not.

THE INVESTMENT

Two years. ₹3,00,000.
Nothing hidden.

One figure covers the degree and everything the degree requires. No separate materials bill, no internship charge arriving in semester three, no surprise in the second year.

What the fee includes

Tuition, four semesters	Included
Uniform	Included
Books and study materials	Included
Internship costs	Included

What ₹3,00,000 buys

Four semesters of postgraduate teaching. Rotations across fifteen hospital functions and three delivery models. A dedicated semester on health informatics and AI. Leadership and career development throughout. A recognised postgraduate degree from a NAAC A+ university — and eligibility for doctoral study after it.

WHAT THE SAME MONEY AND TIME BUYS ELSEWHERE

	This MHA	A private two-year MBA	A short certification
Time	2 years	2 years	Weeks to months
Typical outlay	₹3,00,000 all-inclusive	Materially higher at most private universities	Low
Extras on top	None — materials and internships covered	Usually billed separately	None
Healthcare depth	The whole curriculum	An elective or concentration	One skill
Hospital rotations	Three settings, fifteen functions	Varies	Rarely any
What you hold at the end	A postgraduate degree	A postgraduate degree	A certificate

The question is not what the degree costs. It is what it costs to spend two years and the same money on something that does not open healthcare.

Comparative outlay figures for other institutions are indicative and vary by university and programme. Confirm current fees with the admissions office.

PROGRAMME AT A GLANCE

Everything in one place.

DURATION

Two years, full-time

STRUCTURE

Four semesters

MEDIUM

English

DEGREE

Master of Hospital Administration (MHA)

AWARDED BY

Yenepoya (Deemed to be University), Bengaluru Campus

PROFESSIONAL LAYER

JLF StratX — AI and industry-integrated development

WHO CAN APPLY

MBBS · BDS · BAMS · BHMS · Nursing · Pharmacy · Allied Health · Life Sciences · Arts · Commerce · Law · Engineering · Management

ELIGIBILITY

Minimum 50% aggregate in a recognised bachelor's degree; 45% for SC/ST/OBC candidates

PROGRAMME FEE

₹3,00,000 — inclusive of uniform, books and study materials, and internship costs

CAMPUS

Tower 3B, BCIT, Bhartiya City, Thanisandra Main Road, Kannuru, Bengaluru 560064

Placement Assurance Programme

Every enrolled student is covered by a written Placement Assurance Agreement issued at admission. Conditions include continuous enrolment, minimum attendance, satisfactory academic standing, completion of all internship rotations, and participation in every interview opportunity offered. Full terms and thresholds are set out in the Agreement.

Why Bengaluru

Bengaluru is where Indian healthcare's three growth engines overlap in one metro: large multi-specialty hospital networks, the country's densest concentration of health-tech and digital health companies, and a mature insurance and services sector. For a degree whose value depends on proximity to industry, the location is the delivery mechanism.

HOW TO APPLY

Somebody will run these hospitals.

Indian healthcare will add capacity, technology, coverage and complexity for the next twenty years. Every bed added needs someone who can make it work — clinically, financially, ethically, at once.

That person will either be trained for it, or will learn on patients. We built this degree for the first kind.

Learn. **PRACTICE.** **LEAD**

[Apply online](#)

[Talk to admissions](#)

CAMPUS

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ADMISSIONS

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