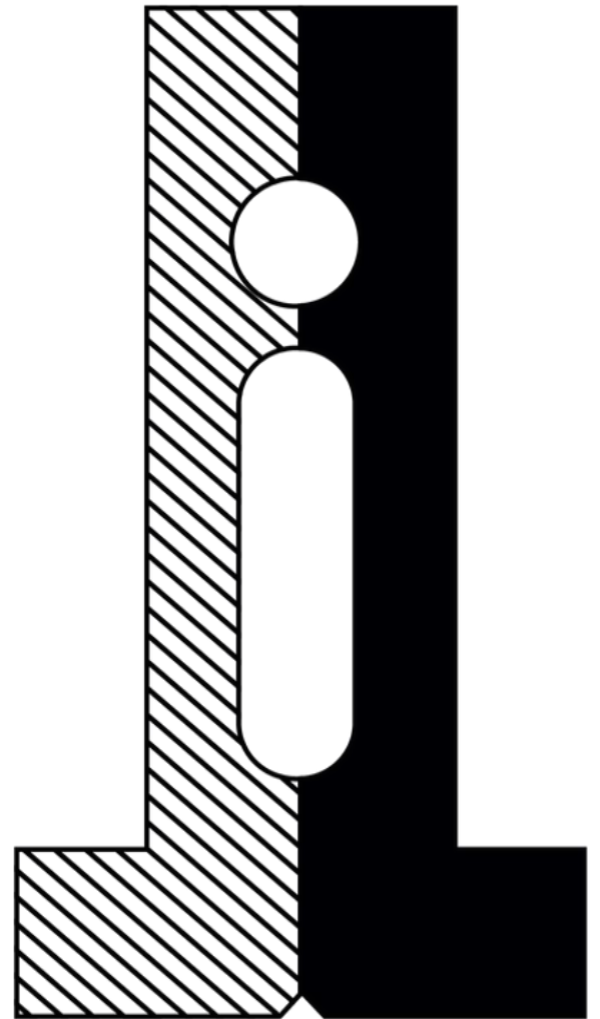




Institute of Health  
Management Research

# Institute of Health Management Research BANGALORE



319, near Thimma reddy layout, Electronic City Phase  
1, Hulimangala, Bengaluru, Karnataka 560105  
[www.iihmrbangalore.edu.in](http://www.iihmrbangalore.edu.in)



### **2.4.3**

**Average teaching experience of full-time teachers  
(Data to be provided only for  
the latest completed academic year, in number of  
years)**

**INSTITUTE OF HEALTH MANAGEMENT RESEARCH**


# 319, Near Thimmareddy Layout  
Hulimangala Post, Electronic City  
Phase 1, Bangalore - 560 105  
Ph: 080 - 61133800  
Email: Info@iihmbangalore.edu.in  
Website: www.iihmbangalore.edu.in  
Toll Free No. 1800-572-2728  
GST No.: 29AAAT10517J1ZQ

**CRITERIA -2****2.4.3**

NAAC 2024/SSR/2/-2.4.3

Date: 14/08/2024

<b>Criteria</b>	<b>Teaching-Learning and Evaluation</b>
<b>Key Indicator</b>	<b>Teacher Profile and Quality</b>
<b>Metric</b>	Average teaching experience of full time teachers (Data to be provided only for the latest completed academic year, in number of years)
<b>Documents As per SoP</b>	1) List of all the teachers with their total experience in the same institution is attached. <b>(Appendix-I)</b>  2) Appointment letters / Experience certificate from present institution are attached as a supporting document. <b>(Appendix-II)</b>
<b>Document Link :</b>	<a href="https://iihmbangalore.edu.in/naac/">https://iihmbangalore.edu.in/naac/</a>

  
Criteria -2 Coordinator

  
IQAC Coordinator

  
Director

**DECLARATION**

Under Criteria 2.4.3 Summary of Average Teaching Experience of Full Time Teachers.

Year	Total Full Time Teachers Count	Total Teaching Experience in Months at Previous Institution	Total Teaching Experience Months in Same Institution	Total Teaching Experience in Months	Average Experience in Months	Average Experience in Years
2022-2023	13	485	625	1110	85.38	7.12

For Institute of Health Management Research, Bangalore

*Shsha Manjunath*

Director

# Appendix I

**List of Full-Time Teachers Showing Years of  
Experience**

**Teaching experience of full-time teachers in the same institution Duration in Months**
**Year 2022-23**

Name of the Full-time teacher	Designation	Year of appointment	Nature of appointment (temporary/permanent)	Highest Qualification	Total Months of teaching Experience of the teacher including the previous institution(s)	Total Months of teaching Experience of the teacher in the same institution
Dr. Usha Manjunath	Professor & Director	12-08-2010	Permanent	M.Sc, M. Phil, Ph D	133	154
Dr. Sarala R	Associate Professor	06-09-2011	Permanent	MA, M.Phil, PhD	23	141
Dr. Gyan Chandra Kashyap	Assistant Professor	27-08-2018	Permanent	Ph.D, M.Phil, MSc. Statistics		57
Mr. Gowthamghosh B	Assistant Professor	18-05-2019	Permanent	MPH (Public Health), MSW		48
Dr. Deepashree M R	Assistant Professor	12-08-2019	Permanent	PGDHM, BDS		46
Dr. Jyoti Vijay	Assistant Professor	07-08-2020	Permanent	PhD. (Food Sc. & Nutrition), BSc, MSc		34
Mr. Piyush Kumar	Associate Professor	15-10-2020	Permanent	BSc. , PGDHM		32
Dr. Kirti Udayai	Associate Professor	02-11-2020	Permanent	B.A, PGDHM, PhD.( In Mgmt)	106	31
Mr. Mrinmoy Roy	Assistant Professor	01-04-2021	Permanent	B Pharma, MBA		26
Dr. Subodh S Satheesh	Assistant Professor	29-09-2021	Permanent	PhD., M Pharma, B Pharma	36	20
Dr. Akash Gajanan Prabhune	Assistant Professor	01-10-2021	Permanent	BDS, M.Sc in clinical Research, Ph.D Pursuing		20
Dr. Rajeshwari B S	Assistant Professor	01-04-2022	Permanent	PhD. ,M. Phil, BDS	77	14
Dr. Amita Mukhopadhyay	Professor	13-03-2023	Permanent	MBBS, MD in Community Medicine	110	3

For Institute of Health Management Research, Bangalore



Director

# **Appendix II**

**Experience Letter and Appointment Orders**



BIRLA INSTITUTE OF TECHNOLOGY & SCIENCE  
PILANI (RAJASTHAN) 333 031, INDIA

Prof. M.M.S. Anand  
REGISTRAR

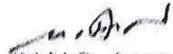
Ref. No.: PSRM/1707

Phone: (C) : (01596) 242192  
(R) : (01596) 242598  
Fax: (01596) 244183  
Email: [mmsanand@birla-its-pilani.ac.in](mailto:mmsanand@birla-its-pilani.ac.in)

Dated: 31-07-2010

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Dr. (Mrs.) Usha Manjunath, Assistant Professor has worked in this Institute with effect from 1st July, 1999 to 31st July, 2010

  
(M.M.S. Anand)

**REGISTRAR**  
Birla Institute of Technology & Science  
PILANI (Rajasthan)

For Institute of Health Management Research, Bangalore

  
Director



RefNo : IIHMR/TS/CS/NS/2010/  
Date : July 12, 2010

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, JAIPUR - 302 011  
Tel. : 3924700 (30 Line), 2791431.  
Fax : 91-141-2792138/3924738  
E-mail : iihmr@iihmr.org  
URL : http://www.iihmr.org  
Gram : HEALTHINST

Dr. Usha Manjunath,  
39, Paschim Marg,,  
Vidyavihar, BITS – Pilani (Raj.).

**Sub: Appointment letter for the post of Associate Professor on probation at IHMR, Bangalore**

Dear Dr. Manjunath,

We are pleased to offer you the position of the **Associate Professor** on probation for 6 months at Institute of Health Management Research, Site No. 319, Thimma Reddy Layout, Huli Mangla Village, Electronic City, Phase –I, Near Shikari Palaya, Bangalore on a basic salary of Rs. 26,000/- (Rupees Twenty Six Thousand only) per month, in the scale of 26000-1200-32000-1700-40500-2200-51500 **w.e.f. your date of joining, which is not later than August 12, 2010.**

1. You will be entitled to the following allowances & reimbursement in addition to your basic salary.
  - a. HRA is equivalent to 45% of your basic salary per month. HRA is not payable to those residing in accommodation owned/leased by the Institute as per the Institute rules for allotment of residential accommodation.
  - b. Medical reimbursement equivalent to 5% of the total basic salary drawn in the/ last financial year, in addition to group medical insurance for self & family and personal accident insurance for self, which will be covered normally after 30 days from the date of joining.
  - c. Institute will pay you Rs.2000 pm as a Driver Allowance.
  - d. Institute will pay you Rs.4500 pm as a Transport Allowance.
  - e. Institute will pay you Rs.6000 pm as a Special Allowance.
  - f. Institute will pay you Rs.2500pm as a Books and Periodicals Allowance.
  - g. While on tour, you shall be paid T.A. /D.A. as admissible to your category.
  - h. You will be eligible for Leave Travel Allowance to a maximum of 5% of the total basic salary drawn in the last financial year, once in two years. Such eligibility will start only after completion of one-year service in the Institute.
  - i. You shall have to join the Contributory Provident Fund as per Bhoruka Provident Fund Trust rules.
  - j. You will be eligible for reimbursement of running expenses involved in use of your vehicle for the work at the Institute as per rules.

contd....2

For Institute of Health Management Research (Bangalore)

*Usha Manjunath*  
*Usha Manjunath*  
28/07/2010  
Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, JAIPUR - 302 011, I  
Tel. : 3924700 (30 Line), 2791431-3  
Fax : 91-141-2792138/3924738  
E-mail : [iihmr@iihmr.org](mailto:iihmr@iihmr.org)  
URL : <http://www.iihmr.org>  
Gram : HEALTHINST

2. You will be on probation for a period of six-months from the date of joining.
3. Your services are transferable at the sole discretion of the management to any of the sister/associate organizations on their terms and conditions, while protecting your emoluments; you are drawing at IHMR, Bangalore at the time of your transfer.
4. You will not undertake any academic course or pursue other study during your employment with the Institute, without prior permission of the Director.
5. You will not divulge any information or knowledge gained by you in the services of the Institute, which may prove detrimental to the interest of our Institute.
6. In the event of your leaving the service of the Institute or the Institute intending to dispenses with your services, it will be required to serve two months' notice to each other or basic pay in lieu thereof.
7. You are entitled for payment of gratuity as per Gratuity Act, 1972.
8. Your appointment as Associate Professor is subject the condition that your probation period may be extended and the Institute reserves the right to discontinue your services, during or at the end of the probation, without giving any notice.

In all other matters not mentioned herein you would be governed by the rules and regulations of the Institute from time to time in force. You are requested to send your confirmation about your joining to us. However, you may join the Institute as early as possible but not later than **August 12, 2010**.

We welcome you to the Institute and look forward to your contribution in building an environment of professional excellence at IHMR, Bangalore.

At the time of joining you will be required to produce the following:

- a. Attested copies of certificates of qualifications & experience.
- b. Six recent passport size photographs.
- c. Two reference letters from reputed persons.
- d. Relieving letter & Salary Slip from your present Organization.
- e. Photocopy of PAN Card & Identity proof.

With best wishes,  
Yours sincerely,

**FOR INDIAN INSTITUTE OF HEALTH MANAGEMENT RESEARCH**

*M.L. Mehta*  
**M.L. MEHTA  
TRUSTEE SECRETARY**

1. NAME: Dr. USHA MANJUNATH  
(Please write your name)

2. I accept this appointment letter with the terms and conditions mentioned therein.

DATE: 29/07/2010 SIGNATURE: *Usha Manjunath*

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Director

Salary Break up of Dr. Usha Manjunath

COMPONENTS	AMOUNT
Basic Salary	26000
PF	3120
HRA	11700
Medical Reimbursement	1300
LTA	1300
Books & Periodicals	2500
Transport Allowance	4500
Driver Allowance	2000
Special Allowance	6000
Mediclaime	650
Gratuity	998
CTC	60068

*Usha manjunath*  
*29/07/2010*

For Institute of Health Management Research, Bangalore

*Usha manjunath*  
Director

Ref No: IHMRB/DIR/2014-010

Date: 8<sup>th</sup> May, 2014

**INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

# 319, Hulimangala, Near Thimmareddy Layout,  
Electronics City, Hulimangala Post,  
Bangalore - 560 105.

Ph : 080-30533800/899

Fax : 080-30533804

Email : info.bangalore@ihmr.org

Web : www.bangalore.ihmr.org / www.ihmr.org

To,

**Dr. Usha Manjunath,**  
Associate Professor,  
IHMR Bangalore

Dear Dr. Usha,

I am happy to inform you that IHMR Society's performance appraisal committee headed by Shree M.L Mehta, Trustee Secretary IHMR has confirmed your promotion to **Professor** in the institute effective from **1<sup>st</sup> April, 2014**.

The promotion letter dully signed by Shree M.L Mehta is attached. I am sure your contribution and responsibility towards the new position will enhance institute's growth.

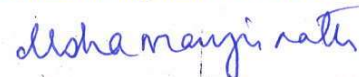
Best wishes,



**Dr. Dharendra Kumar,**  
Director

Received  
Usha Manjunath  
08/05/2014.

For Institute of Health Management Research, Bangalore



Director

Ref: IIHMR/TS/PERS/NS/2017/30648  
Dated: July 13, 2017

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail: [iihmr@iihmr.edu.in](mailto:iihmr@iihmr.edu.in)  
URL : <http://www.iihmr.edu.in>

Dr. Usha Manjunath  
IIHMR (Institute of Health Management Research)  
#319, Near Thimma Reddy Layout  
Hulimangala, Electronic City Phase -I  
Bengaluru, Karnataka 560105

**Sub: Appointment letter for the position of Director at IIHMR Bangalore on contract for two years.**

Dear Dr. Manjunath,

We are pleased to appoint you as **Director of the Institute of Health Management Research (IIHMR)**, #319, Near Thimma Reddy Layout, Hulimangala, Electronic City Phase -I, Bengaluru, Karnataka 560105 on a basic salary of Rs. 80,000/- (Rupees Eighty Thousand only) per month in the scale of 80000-8000-120000-15000-195000. This is a two-year contractual appointment effective from the date of joining but not later than August 01, 2017.

1. You will be entitled to the following in addition to your payable basic salary;
  - a. HRA is equivalent to 45% of your basic salary per month. HRA is not payable to those residing in accommodation owned/leased by the IIHMR as per the IIHMR rules for allotment of residential accommodation.
  - b. Medical Allowance equivalent to 5% of the basic salary per month, in addition to medical allowance, you are entitled for group medical insurance for self, spouse and two children and personal accident insurance for self, which will be covered normally after 30 days from the date of joining.
  - c. You will be eligible for Leave Travel Allowance to a maximum of 5% of the total basic salary drawn in the last financial year, once in two years. Such eligibility will start only after completion of the one year service with IIHMR.
  - d. You shall have to join the Contributory Provident Fund as per BPFT rules.
  - e. IIHMR will pay you Rs. 7,500/- per month as Books & Periodicals Allowance.
  - f. IIHMR will pay you Rs. 32,000/- per month as a Transport Allowance.
  - g. IIHMR will pay you Rs. 5,000/- per month as a Dress/Uniform Allowance.
  - h. IIHMR will pay you Rs. 10,000/- per month as a Driver Allowance.
  - i. IIHMR will pay you Rs. 5,000/- per month as a Helper Allowance.
  - j. IIHMR will pay you Rs. 20,000/- per month as a Grade Pay Allowance.
  - k. IIHMR will pay you Internet and Mobile Allowance of Rs. 5,000/- per month. Internet and Mobile Allowance is not payable if IIHMR pays directly to the service provider.
  - l. You will be provided one A.C., Laptop PC, Data Card and Printer at your residence.
2. IIHMR will allow you one month paid leave for consultancy (in foreign currency) every year as per the Policy of the IIHMR.
3. While on official tour, you shall be paid T.A. /D.A. as admissible to your grade **X-1**.
4. You will be eligible for reimbursement of running expenses involved in use of your vehicle for the official work of the Institute as per policy.

*Usha Manjunath*

*Usha Manjunath*  
For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Director

contd....2

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail: iihmr@iihmr.edu.in  
URL : http://www.iihmr.edu.in

-:2:-

5. Your services are transferable at the sole discretion of the management to any of the sister/associate organizations on their terms and conditions, while protecting your emoluments; you are drawing at IIHMR Bangalore at the time of your transfer.
6. You will not undertake any academic course or pursue other study during your employment with the IIHMR, without written permission of the Trustee Secretary.
7. While being in the service of the IIHMR, you will not allow taking an employment or assignment even on part time or casual basis of whatever nature anywhere else, without written permission of the Trustee Secretary.
8. You will not divulge any information or knowledge gained by you in the services of the IIHMR, which may prove detrimental to the interest of our Institute.
9. In the event of your leaving the service of the IIHMR or the IIHMR intending to dispense with your services, it will be required to serve three months' notice to each other or basic pay in lieu thereof.
10. Your services shall automatically stand terminated at the end of two years from the date of joining as per contract, unless extended by competent authority.

In all other matters not mentioned herein you would be governed by the rules and regulations of IIHMR from time to time in force.

The Management Board of the IIHMR (Sponsoring Body) and Governing Board of the IIHMR Institute repose full faith in your leadership and wish you a very fruitful tenure as Director.

We welcome you to the IIHMR Bangalore and look forward to your contribution in building an environment of professional excellence at the IIHMR Bangalore.


Please sign and return the enclosed duplicate copy of this letter as a token of acceptance.

At the time of joining you will be required to produce the following:

- a. Attested copies of certificates of qualification and experience
- b. Six passport size photographs
- c. Two reference letters from reputed persons
- d. Relieving letter and salary slip from your current organization, if any
- e. Photocopy of PAN Card and Aadhar Card for Identity proof


With best wishes,

**For INDIAN INSTITUTE OF HEALTH MANAGEMENT RESEARCH**

  
**S.D. GUPTA**  
**TRUSTEE SECRETARY**

1. NAME: USHA MANJUNATH (Please write your name)
2. I accept this appointment letter with the terms and conditions mentioned therein.  
DATE: 19/07/2017 SIGNATURE: Usha Manjunath

For Institute of Health Management Research, Bangalore

  
Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, JAIPUR - 302 029, IND  
Tel. : 3924700, 2791431-32  
Fax : 91-141-3924738  
E-mail : iihmr@iihmr.edu.in  
URL : http://www.iihmr.edu.in

**Salary break-up for Dr. Usha Manjunath**

Scale: 80000-8000-120000-15000-195000

Grade: X-1

Components	Amount
Basic Salary	80000
PF 12% of Basic payable	9600
*HRA 45% of Basic payable	36000
Medical Allowance 5% of Basic payable	4000
LTA 5% of Basic payable	4000
Books & Periodicals Allowance	7500
Transport Allowance	32000
Dress / Uniform Allowance	5000
Driver Allowance	10000
Helper Allowance	5000
**Internet & Mobile Allowance	5000
Grade Pay Allowance	20000
Mediclaim	950
<b>CTC</b>	<b>219050</b>

**OTHER PERQUISITE**

TELEPHONE EXPENSES:-

TELEPHONE AT RESIDENCE

1000

**TOTAL****1000****ADDITIONAL PERQUISITE**

A. ONE AC AT RESIDENCE

YES

B. ONE LAPTOP PC WITH DATA CARD AND  
PRINTER AT RESIDENCE

YES

C. ONE MONTH PAID LEAVE PER YEAR FOR  
CONSULTANCY IN FOREIGN CURRENCY.

YES

**CTC PM****220050****CTC PA****2640600**

\* HRA amount will not be paid in case IIHMR provides housing

\*\* Internet and Mobile Allowance is not payable if IIHMR pays directly to the  
company.*Usha Manjunath*

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Director

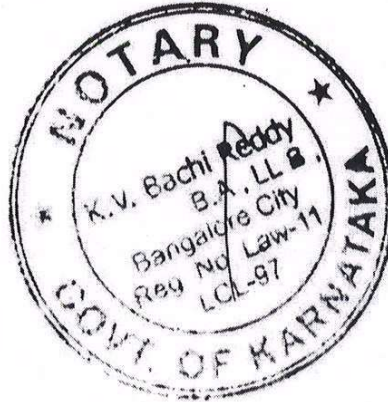
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1-8-2007

SERVICE CERTIFICATE

This is to certify that Ms. Sarala Raju was employed in Madras Institute of Development Studies (MIDS) from 01-08-2006 to 31-03-2007 as Research Assistant in the project "Neighborhood Association as Urban: A comparative Study on Bangalore and Chennai" under the Supervision of Dr. M. Vijayabaskar, Assistant Professor of this Institute. This project was funded by the Institute of Development Studies (IDS), Sussex, U.K.

*P Swaminathan*  
Padmini Swaminathan  
Director



CERTIFIED TRUE & CORRECT  
ATTESTED BY   
K.V. BACHU REDDY  
ADVOCATE & NOTARY  
F-102, Sri Krishna Buildi  
BANGALORE.

For Institute of Health Management Research, Bangalore

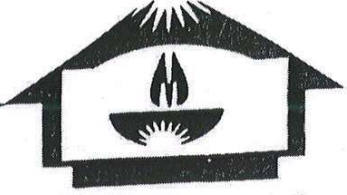
*desha manjuresath*  
Director

Ph. 2441 1574 / 2441 2589 / 2441 2295 / 2441 9771  
Fax : 0091-44-2491 0872

79, இரண்டாம்  
காந்தி



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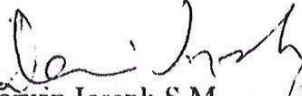
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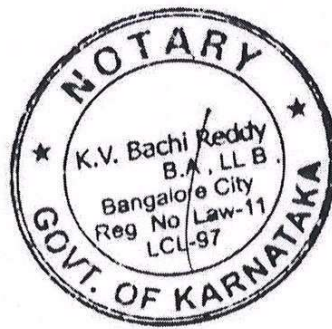
6 July 2009

### CERTIFICATE

This is to certify that Ms. R. Sarala has served as a Lecturer in the "University of Dayton - Deepahalli, Bangalore Program" from 7<sup>th</sup> January, 2008 to 31<sup>st</sup> May, 2009. She has taught various topics in Sociology. She engaged students with class presentations and field experiences on social issues. Her performance was good during her service.

Yours truly,

  
Darwin Joseph S.M  
Executive Director.



CERTIFIED TRUE COPY  
ATTESTED BY ME



K.V. BACHI REDDY, B.A., LL.B.  
ADVOCATE & NOTARY PUBLIC  
F-102, Sri Krishna Building, Avenue Road  
BANGALORE - 560 002

For Institute of Health Management Research, Bangalore

  
Director

Marianists, Deepahalli Educational Centre,  
P. B. 1, Chandapura, Bommasandra Industrial Estate,  
Anekal Taluk, Bangalore - 560 081.  
dhalli@blr.vsnl.net.in  
Tel : 7834738 / 7834036



21<sup>st</sup> December, 2010

Ms. R. Sarala  
#85/1123, 3<sup>rd</sup> 'C' Cross  
Teachers Colony, Near ISEC  
Nagarbhavi, Bangalore

Dear Ms. Sarala,

We have pleasure in appointing you in our University's **Constituent Campus – School of Graduate studies as Lecturer in Sociology** or in such other capacity the University Appointments Committee shall from time to time determine. Please note that the employment terms contained in this letter are subject to such conditions and service rules as may be determined by the University from time to time.

**1. Appointment:**

- a. Your date of appointment is effective from **3<sup>rd</sup> January, 2011**.
- b. You will be on probation for a period of two years from the date of your appointment. If in the opinion of the management, you are found suitable, you will be confirmed.
- c. The appointment is purely on temporary basis, tenable until the end of this academic year. The same will be continued beyond that date, subject to satisfactory work.
- d. You will be liable to be transferred in such capacity the management may from time to time determine to any other location, institution, establishment or branch of the JGI Group. You will be governed by the terms and conditions of service applicable to the new assignment.

**2. Compensation:**

- a. You will be paid a gross salary of **Rs. 17500/-** per month
- b. You will be participating in the Provident Fund Benefit Scheme as per the existing rules

**3. Retirement:**

- a. The retirement age is 60 years.

**4. Responsibilities:**

- a. In view of your position and office, you must effectively, diligently and to the best of your ability perform all the tasks assigned to you and ensure results.
- b. You shall ensure that you will comply with all the policies of the organisation. Consequently, you are required to understand the scope and intent of the policies and comply with the same. You shall also ensure to update yourself with the change or updated policies, which the organisation may effect from time to time and comply with the same.
- c. It also becomes your responsibility to bring to the notice of the management, any such violations to the policies, committed by any other member in the organisation.
- d. You may be required to undertake travel on behalf of the organisation for which you will be reimbursed Travel Expenses

**5. Leave:**

- a. You shall be eligible to such leave as is admissible under the Leave policy of the organisation in force from time to time.

For Institute of Health Management Research, Bangalore

*Asha Mangi Math*  
Director  
*N.R.N.*



6. **Conflict of Interest:**
  - a. You are required to engage yourself exclusively in the work assigned by the organisation and shall not take up any other part time or full time employment with any other organisation
  - b. You shall not engage in any such activity directly or indirectly that will affect the interests of the organisation directly or indirectly
7. **Confidentiality:**
  - a. As a member of the organisation, you may gain access to such information that may be considered "confidential" by the organisation. Therefore you shall not divulge any confidential information to anyone outside the organisation or to anyone inside who is not entitled to such information.
8. **General:**
  - a. We trust that you have not provided us with any false declaration or willfully suppressed any material information. If you have, you will be liable for removal from service without notice. Please note that you are required to inform us if there are any agreements, oral or written, which you have entered into and which relate to your commitments under this agreement.
9. **Notice period:**
  - a. This contract is terminable without reasons, by either party giving one month's notice period during probationary period and three month's notice on confirmation. The organisation reserves the right to pay or recover the salary in lieu of the notice period.
  - b. The organisation may relieve you at its discretion from such date prior to expiry of the notice period without assigning reasons.
10. **On Separation:**
  - a. On acceptance of separation notice, you shall ensure to handover all the materials of the organisation in your possession that includes library books, presentation materials, data, literature, drawings, and documents belonging to the organization. You shall not make or retain any copies of these items.

Please confirm that the above terms are acceptable to you and that you accept the appointment by signing a copy of this letter of appointment.

We look forward to your contribution to the growth of this organization and a successful career with us.

Yours faithfully,

For Jain University,

*N V H Krishnan*

N V H Krishnan  
Registrar

For Institute of Health Management Research, Bangalore

*Asha Manjunath*  
Director

*R. Sarala*

I agree to accept employment on the terms and conditions mentioned in the above letter:

Name: Ms. R. Sarala  
Place: Bangalore

Signature: *R. Sarala*  
Date: 21/12/2010

*N V H*

**bramhanya**

**From:** "bramhanya" <bramhanya@iihmr.org>  
**To:** <nsadmn@iihmr.org>  
**Cc:** "Swati Megha" <swati@iihmr.org>; <ksrao@iihmr.org>  
**Sent:** Monday, July 18, 2011 12:40 PM  
**Attach:** bramhanya(faculty int)0001.pdf  
**Subject:** FACULTY INTERVIEW ON 19.6.2011.

Dear Sir,

Greetings!

From Jan 2011 Dr.R.Sarala, is working as a Lecturer in Jain University,J.C.Road, Bangalore as a Lecturer. Her present monthly Salary is Rs.17,500/- and less PF and Prof Tax, she is getting a net salary of Rs.15,500/-pm.

In brief she has around 2 years Teaching experience and 10 months in research(she is very much interested in Research). With regard to her Qualification she has Passed BA in English Literature in 2000, MA in Sociology in May 2002, M.Phil in Sociology in July 2003 and Ph.D in Sociology in March 2010. Her Cell No. is + 91 9986479275 & E Mail alaras1@gmail.com. Her residential address is No.85/1123, 3rd "C"Cross, Teacher' Colony, Near ISEC, Nagarbhavi-PO, BANGALORE-560 072.

For your kind reference I enclose a scanned copy of her Resume and interview communication documents please.



Kind regards,

Bramhanya

----- Original Message -----

**From:** Neeraj Srivastava  
**To:** 'bramhanya'  
**Cc:** ksrao@iihmr.org  
**Sent:** Saturday, July 16, 2011 12:57 PM  
**Subject:** RE: FACULTY INTERVIEW AT BANGALORE ON 19.6.2011

Send me salary details of her



**From:** bramhanya [mailto:bramhanya@iihmr.org]  
**Sent:** Saturday, July 16, 2011 11:27 AM  
**To:** Neeraj Srivastava  
**Cc:** ksrao@iihmr.org  
**Subject:** FACULTY INTERVIEW AT BANGALORE ON 19.6.2011

Dear Sir,

Greetings!

For Institute of Health Management Research, Bangalore

*Disha Manjiv Rathi*  
 Director

Ref No : IIHMR/TS/CS/NS/2011/  
Date : August 10, 2011

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, JAIPUR - 302 011, INDIA  
Tel. : 3924700, 2791431-32  
Fax : 91-141-3924738  
E-mail : iihmr@iihmr.org  
URL : http://www.iihmr.org  
Gram : HEALTHINST

Dr. Sarala Raju,  
No.85/1123, 3rd "C"Cross, Teacher' Colony,  
Near ISEC, Nagarbhavi-PO,  
BANGALORE-560 072

**Sub: Appointment letter for the post of Assistant Professor on probation at IHMR, Bangalore**

Dear Dr. Raju,

We are pleased to offer you the position of the **Assistant Professor** on probation for 6 months at Institute of Health Management Research, Site No. 319, Thimma Reddy Layout, Huli Mangla Village, Electronic City, Phase -I, Near Shikari Palaya, Bangalore on a basic salary of **Rs. 15,600/-** (Rupees Fifteen Thousand Six Hundred Only) per month, in the scale of 15600-600-18600-1000-2300-1300-30100 w.e.f. your date of joining, which is not later than **September 06, 2011**.

1. You will be entitled to the following allowances & reimbursement in addition to your basic salary.
  - a. HRA is equivalent to 45% of your basic salary per month. HRA is not payable to those residing in accommodation owned/leased by the Institute as per the Institute rules for allotment of residential accommodation.
  - b. Medical reimbursement equivalent to 5% of the total basic salary drawn in the/ last financial year, in addition to group medical insurance for self & family and personal accident insurance for self, which will be covered normally after 30 days from the date of joining.
  - c. Institute will pay you Rs. 2000 pm as a Driver Allowance.
  - d. Institute will pay you Rs. 4500 pm as a Transport Allowance.
  - e. Institute will pay you Rs. 1500 pm as a Books and Periodicals Allowance.
  - f. Institute will pay you Rs. 6000 pm as a Grade Pay Allowance.
  - g. While on tour, you shall be paid T.A. /D.A. as admissible to your category.
  - h. You will be eligible for Leave Travel Allowance to a maximum of 5% of the total basic salary drawn in the last financial year, once in two years. Such eligibility will start only after completion of one-year service in the Institute.
  - i. You shall have to join the Contributory Provident Fund as per Boruka Provident Fund Trust rules.

For Institute of Health Management Research, Bangalore contd....2

*Usha Manjiveth*  
Director

*R. S. S.*

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, JAIPUR - 302 011, INDIA

Tel. : 3924700, 2791431-32

Fax : 91-141-3924738

E-mail : [iihmr@iihmr.org](mailto:iihmr@iihmr.org)

URL : <http://www.iihmr.org>

Gram : HEALTHINST

2. You will be eligible for reimbursement of running expenses involved in use of your vehicle for the work at the Institute as per rules.
3. Your services are transferable at the sole discretion of the management to any of the sister/associate organizations on their terms and conditions, while protecting your emoluments; you are drawing at IHMR, Bangalore at the time of your transfer.
4. You will not undertake any academic course or pursue other study during your employment with the Institute, without prior permission of the Director.
5. You will not divulge any information or knowledge gained by you in the services of the Institute, which may prove detrimental to the interest of our Institute.
6. In the event of your leaving the service of the Institute or the Institute intending to dispenses with your services, it will be required to serve two months' notice to each other or basic pay in lieu thereof.
7. You are entitled for payment of gratuity as per Gratuity Act, 1972.
8. Your appointment as Assistant Professor is subject the condition that your probation period may be extended and the Institute reserves the right to discontinue your services, during or at the end of the probation, without giving any notice.

In all other matters not mentioned herein you would be governed by the rules and regulations of the Institute from time to time in force. You are requested to send your confirmation about your joining to us. However, you may join the Institute as early as possible but not later than September 06, 2011.

We welcome you to the Institute and look forward to your contribution in building an environment of professional excellence at IHMR, Bangalore.

At the time of joining you will be required to produce the following:

- a. Attested copies of certificates of qualifications & experience.
- b. Six recent passport size photographs.
- c. Two reference letters from reputed persons.
- d. Relieving letter & Salary Slip from your present Organization.
- e. Photocopy of PAN Card & Identity proof.

With best wishes,

Yours sincerely,

**FOR INDIAN INSTITUTE OF HEALTH MANAGEMENT RESEARCH**

  
**M.L. MEHTA**  
**TRUSTEE SECRETARY**

1. NAME: R. Sarala  
(Please write your name)
2. I accept this appointment letter with the terms and conditions mentioned therein.

DATE: 6<sup>th</sup> sep

SIGNATURE: 

For Institute of Health Management Research, Bangalore

  
Director

Ref: IHMRB/DIR/HR/2019/001  
Date: July 10, 2019

## INSTITUTE OF HEALTH MANAGEMENT RESEARCH

#319, Near Thimmareddy Layout,  
Hulimangala Post, Electronic City,  
Bangalore - 560 105.  
Ph: 080- 61133800  
Fax: 080 - 61133804  
Email: info.bangalore@iihmr.org  
Website: www.bangalore.iihmr.org  
GST No.: 29AAAT10517J1ZQ



Dr. Sarala R.  
Assistant Professor  
IIHMR Bangalore

### Sub: Annual Increment

Dear Dr. Sarala R,

We are happy to sanction an annual increment of Rs.2150/- and re-fixed your basic salary is of Rs 30300/-per month with effect from April 01, 2019. All terms and condition will remain same as per your appointment letter, communication time to time and IIHMR Policy.

In addition, we are happy to inform you that Management has decided to promote you as Associate Professor with a basic salary of Rs.37400/- per month in the scale of 37400-3100-52900-5500-80400-9800-129400 in grade A2 with effect from July 01,2019.

Management has also decided to give you additional responsibility of Controller of Examination with effect from July 01, 2019 for one year. For the additional responsibility, institute will pay you Rs. 4000/- per month as Special Allowance.

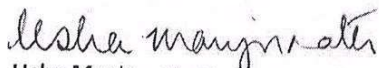
You are requested to develop your terms of reference of Controller of Examination and discuss and finalize with the undersigned.

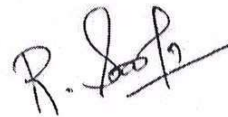
Your revise salary structure effective from July 01, 2019 is attached for your information and record. All other terms and conditions will remain same as per IIHMR Policy.

We appreciate your involvement in institutional development and its activities. We hope you will continue to maintain high standards of performance and quality of work in the Institute.

Please sign and return the enclosed duplicate copy of this letter as a token of acceptance.

With best wishes,

  
Usha Manjunath, Ph.D.  
Director



For Institute of Health Management Research, Bangalore

  
Director

# INSTITUTE OF HEALTH MANAGEMENT RESEARCH

#319, Near Thimmareddy Layout,  
Hulimangala Post, Electronic City,  
Bangalore - 560 105.  
Ph: 080- 61133800  
Fax: 080 - 61133804  
Email: info.bangalore@iihmr.org  
Website: www.bangalore.iihmr.org  
GST No.: 29AAATI0517J1ZQ



Dr. Sarala Raju with effect from July 01, 2019

Scale- 37400-3100-52900-5500-80400-9800-129400

Sl. No	Particulars	Amount-INR
1	Basic Pay	37400
2	PF 12% of Basic Pay.	4488
3	House Rent Allowance 45% of Basic pay	16830
4	Medical Allowance 5% of Basic Pay	1870
5	Leave Travel Allowance 5% of Basic Pay	1870
6	Books & Periodicals Allowance	2500
7	Transport Allowance	4500
8	*Special Allowance (CoE)	4000
9	Driver Allowance	2000
10	Mediclaime	850
11	Grade Pay Allowance	12000
12	Academic Allowance	6000
	<b>Total CTC</b>	<b>94308</b>

\*For CoE

For Institute of Health Management Research, Bangalore

*Shama Raju*  
Director



Ref No: IHMRB/TS/HR/2018/005  
Date: 27<sup>th</sup> August 2018

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail: iihmr@iihmr.edu.in  
URL : <http://www.iihmr.edu.in>

Dr. Gyan Chandra Kashyap,  
House No. 1526(1), Gopalpuram,  
IIT Society, Kalyanpur  
Kanpur, UP- 200016

**Sub: Appointment Letter for the position of 'Assistant Professor' on probation at IIHMR, Bangalore**

Dear Dr. Gyan,

We are pleased to appoint you as an Assistant Professor at Institute of Health Management Research (IIHMR), site no. 319, Thimma Reddy layout, Hulimangala Post, Electronic City phase 1, Bangalore on probation of one year with a basic salary of Rs. 18300/- (Rupees Eighteen Thousand Three Hundred) per month, in the scale of 18300-1500-25800-2650-29050-4800-63050 and grade A-4 w.e.f. your date of joining, but not later than 27<sup>th</sup> August 2018.

1. You will be entitled to the following in addition to your basic salary.
  - a) HRA is equivalent to 45% of your basic salary per month.
  - b) Medical reimbursement equivalent to 5% of your basic salary per month.
  - c) Books & Periodicals allowances of Rs. 1500 per month.
  - d) Transport Allowance of Rs. 4500 per month.
  - e) Grade Pay allowance of Rs. 8000 per month.
  - f) Academic Allowance of Rs. 4000 per month.
  - g) Driver Allowance of Rs. 2000 per month.
  - h) Special Allowance of Rs. 10800 per month. Your special allowances may be adjusted if any changes made in your pay scale or personnel policy of IIHMR.
  - i) You will be eligible for Leave Travel Assistance to a maximum of 5% of the basic salary drawn in the last financial year, once in two years. Such eligibility will start only after completion of one year service in the Institute.
  - j) Group medical insurance for self, spouse and up to two children and personal accident insurance for self which will be covered normally after 30 days from the date of joining.
  - k) You shall have to join the Contributory Provident Fund as per Bhoruka Provident Fund Trust rules.
2. While on official tour, you shall be paid T.A. /D.A. as admissible to your **Grade A-4**.

*Gyan Chandra*  
12-09-18

*At...*  
contd...2

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail: iihmr@iihmr.edu.in  
URL : http://www.iihmr.edu.in

3. You will be eligible for reimbursement of running expenses involved in use of your vehicle for the official work of the Institute as per policy.
4. Your services are transferable at the sole discretion of the management to any of the sister/associate organization on their terms and conditions, while protecting your emoluments. You are drawing at IIHMR Bangalore at the time of your transfer.
5. You will not undertake any academic course or pursue other study during your employment with the Institute, without written permission of the Director.
6. While being in the service of the Institute You will not allow taking an employment even on part time or casual basis of whatever nature anywhere else, without written permission of the Director.
7. You will not divulge any information or knowledge gained by you in the services of the Institute, which may prove detrimental to the interest of our Institute.
8. In the event of your leaving the services of the Institute or the Institute intending to dispense with your services, it will be required to serve two-month notice to each other or basic pay in lieu thereof.
9. You are entitled for payment of gratuity as per Gratuity Act 1972.
10. Your Appointment as Assistant Professor is subject to the condition that your probation period may be extended, and the Institute reserves the right to discontinue your services, during or at the end of the probation without giving any notice.

in all other matters not mentioned in this appointment letter, you will be governed by the rules and regulations of the Institute from time to time in force. You are requested to send your confirmation about your joining to us. However, you may join the Institute as early as possible, but not later than **August 27, 2018**.


We welcome you to the Institute and look forward to your contribution in building an environment of professional excellence at IIHMR Bangalore.

At the time of joining you will be required to produce the following:

- a. Attested copies of certificates of qualification and experience.
- b. Six recent passport size photographs.
- c. Two reference letter from reputed persons or previous employer.
- d. Relieving letter and salary slip from your previous organization.
- e. Photocopy of PAN Card & Identity proof.

With best wishes,

For Indian Institute of Health Management Research

  
S. D. GUPTA, MD, PHD (JOHNS HOPKINS), FAMS  
TRUSTEE SECRETARY

1. NAME : Dr. GYAN CHANDRA KASHYAP (Please write your name)
2. I accept this appointment letter with the terms and conditions mentioned therein.

DATE: 12.09.18

SIGNATURE: Gyan Chandra

For Institute of Health Management Research, Bangalore

  
Usha Manjivati  
Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail: iihmr@iihmr.edu.in  
URL : http://www.iihmr.edu.in

**Salary Break Up for Dr. Gyan Chandra Kashyap as per salary Slab of Grade A-4**

18300-1500-25800-2650-29050-4800-63050

Dr. Gyan Chandra Kashyap		
Grade A4		
Sl. No	Particulars	Amount
1	Basic Pay	18300
2	PF 12% of Basic Pay	2196
3	HRA 45% of Basic pay	8235
4	Medical Allowance 5% of Basic Pay	915
5	LTA 5% of Basic Pay	915
6	Books & Periodicals Allowance	1500
7	Transport Allowance	4500
8	Driver Allowance	2000
9	Medicclaim	650
10	Grade Pay Allowance	8000
11	Academic Allowance	4000
12	Special Allowance	10800
	<b>Total CTC</b>	<b>62011</b>

\*Gratuity as per the Gratuity Act 1972

For Institute of Health Management Research, Bangalore

*Disha Mayur Gyan chandra*  
Director  
12.09.18

Ref: IHMR/ADMN/PERS/2007/  
Date: June 30, 2007

(36)

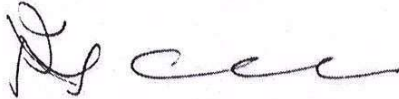
The Director  
Admissions  
Acharya Nagarjuna University  
Andhra Pradesh

### SUB: SERVICE CERTIFICATE

This is to certify that **Mr. B.Gowtham Ghosh** was an employee of Institute of Health Management Research. He has worked as Research Officer (Trainee) from December 30, 2006 to June 29, 2007 He has a total service of 0 years and 6 months. The candidate is hereby accorded permission for part-time course and the application is recommended for admission into M.Phil.

With best wishes,

For Institute of Health Management Research



S.D. GUPTA, M.D., Ph.D., FAMS  
DIRECTOR

Received Service Certificate  
B. G. Ghosh  
9/1/08

For Institute of Health Management Research, Bangalore

*Ushamajumeth*  
Director

REF. NO.: IHMR/ADMN/PERS/2009/  
Date: November 2, 2009

(74)

Afghanistan Embassy,  
New Delhi.


Sub:- Work Experience Certificate

This is to certify that Mr. B. Gowtham Ghosh working as Research Officer with Institute of Health Management Research, Jaipur since July 25, 2007.

This certificate is issued as per the request of Mr. B. Gowtham Ghosh.

However, institute is not responsible for any discrepancy.

Thanks & Regards

  
Neeraj Srivastava  
Senior Manager A&P

Received letter; Thanks.  
B.G. Wadhwa

For Institute of Health Management Research, Bangalore



Director

Ref: IHMR/ADMN/PERS/2007/  
Date: December 31, 2007

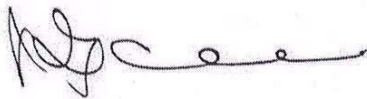
The Director  
Admissions  
Acharya Nagarjuna University  
Andhra Pradesh

### SUB: SERVICE CERTIFICATE

This is to certify that **Mr. B.Gowtham Ghosh** is an employee of Institute of Health Management Research. He is working as Research Officer from July 25, 2007 He has a total service of 0 years and 5 months. The candidate is hereby accorded permission for part-time course and the application is recommended for admission into M.Phil.

With best wishes,


For Institute of Health Management Research



S.D. GUPTA, M.D., Ph.D., FAMS  
DIRECTOR

Received Service certificate  
B. Gowtham  
8/1/08

For Institute of Health Management Research, Bangalore

  
Director

Ref. No. IIHMR/TS/HR/2019

Date: May 8, 2019

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Near Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : [iihmr@iihmr.edu.in](mailto:iihmr@iihmr.edu.in)  
URL: <http://www.iihmr.edu.in>

Mr. Gowthamghosh B.  
Senior Research Officer  
IIHMR University, Jaipur

Sub: Promotion letter

Dear Mr. Gowtham,

I am happy to inform you that a decision has been taken to promote you as Assistant Professor in grade A-4 at IIHMR Bangalore with a basic salary of Rs. **18300/-** and CTC of Rs. **58411/-** per month with effect of your reporting at IIHMR Bangalore which is not later than May 18, 2019.

As an Assistant Professor at IIHMR Bangalore, you shall report to Dr. Usha Manjunath, Director IIHMR Bangalore. All other terms and condition will remain as per IIHMR HR manual.

For any query or assistance, please feel free to write or talk to Mr. Neeraj Srivastava, GM-Corporate.

Best Wishes

For Indian Institute of Health Management Research



S. D. Gupta  
Trustee Secretary

**ACKNOWLEDGEMENT AND ACCEPTANCE**

I hereby accept the above transfer letter on the terms stated.

Name : \_\_\_\_\_

Signature : \_\_\_\_\_ Date: \_\_\_\_\_

For Institute of Health Management Research, Bangalore

  
Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Near Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : [iihmr@iihmr.edu.in](mailto:iihmr@iihmr.edu.in)  
URL: <http://www.iihmr.edu.in>

Salary of Mr. Gowthamghosh as an Assistant Professor in grade A-4 at IIHMR Bangalore

Grade-A4: 18300-1500-25800-2650-39050-4800-63050

COMPONENTS	Current Salary	Salary as Assistant Professor in Gr-A-4
Basic Salary	15900	18300
PF	1908	2196
HRA	4770	8235
Medical Allowance	795	915
Leave Travel Assistance	795	915
Books & Periodicals Allowance	1000	1500
Transport Allowance	2500	4500
Helper & driver allowance	n/a	2000
Grade Pay Allowance	5000	8000
Academic Allowance	n/a	4000
Mediclaime	650	850
Special Allowances	13150	7000
CTU	46468	58411
Take home salary	41207	52254

\*Gratuity as per the gratuity act, 1972.

*RU*

For Institute of Health Management Research, Bangalore

*Usha Mangrath*  
Director





# Karuna trust

(Affiliated to Vivekananda Girijana Kalyana Kendra)

Bangalore Branch : # 686, 16th Main, 39th Cross, 4th 'T' Block, Jayanagar, Bangalore-560 041  
Phone / Fax : 080 - 22447612 e-mail : karuna.trust@vsnl.net www.karunatrust.com

3<sup>rd</sup> March 2016

## Experience certificate

This is to certify that **Dr. Deepashree M R** was working with our organization as **Director-Projects** at our Karuna trust head office, Bengaluru from 17<sup>th</sup> January 2013 to 30<sup>th</sup> October 2015

She has been responsible for discharging all administrative duties of Director- Projects. She has maintained very cordial and effective relationship with all the employees and management gets along well, honest and hard working.

She was great asset to our organization. Her character and conduct is good.

With regards

For Karuna Trust

*H. Sudarshan*

(Dr. H. Sudarshan)  
Hon secretary



*Deepashree M.R*  
*12/08/2019*

For Institute of Health Management Research, Bangalore

*Usha Mangayath*

Director

Ref. No. IHMRB/HR /2017/012  
Dated: November 04, 2017

**INSTITUTE OF HEALTH MANAGEMENT RESEARCH**  
#319, Near Thimmareddy Layout,  
Hulimangala Post, Electronic City,  
Bangalore - 560 105.  
Ph: 080 - 30533800/899  
Fax: 080 - 30533804  
Email: info.bangalore@iihmr.org  
Website: www.bangalore.iihmr.org



Accredited by NAHET  
for Hospital & Healthcare  
consulting organization  
on NABH standards

**TO WHOM SO EVER IT MAY CONCERN**

This is to certify that **Dr. Deepashree M R** has worked with us as **Research Officer** from **April 18, 2017 to November 04, 2017** at Institute of Health Management Research. During her association with the Institute we found her honest with a good moral character. She has cleared all her dues to the Institute.

We wish her all success in her future career.

With best wishes,

For the Institute of Health Management Research

*Usha Manjunath*  
**Dr. Usha Manjunath, Ph.D**  
Director

*Deepashree M.R*  
12/08/2019

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director

Ref No: IHMRB/DIR/HR/2019/007  
Date: 12<sup>th</sup> August 2019

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**  
1, Prabhu Dayal Marg  
Near Sanganer Airport, Jaipur-302029. IND  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : iihmr@iihmr.edu.in  
URL: <http://www.iihmr.edu.in>

Dr. Deepashree M R  
#384/A, 23<sup>rd</sup> B Cross  
HSR 3<sup>rd</sup> Sector  
Bangalore-560102

**SUB: Appointment Letter for the position of 'Assistant Professor' on probation at IIHMR, Bangalore**

Dear Dr. Deepashree,

We are pleased to appoint you as an Assistant Professor on probation for one year at Institute of Health Management Research (IIHMR), site no.319, Thimma Reddy layout, Hulimangala Post, Electronic City phase I, Bangalore with a basic salary of **Rs. 18300/-** (Rupees Eighteen Thousand Three Hundred) per month, in the scale of 18300-1500-25800-2650-29050-4800-63050 and grade **A-4** w.e.f your date of joining, but not later than **12<sup>th</sup> August, 2019**.

1. You will be entitled to the following in addition to your basic salary.
  - a) HRA is equivalent to 45% of your basic salary per month.
  - b) Medical reimbursement equivalent to 5% of your basic salary per month.
  - c) Books & Periodicals allowances of Rs. 1500 per month.
  - d) Transport Allowance of Rs. 4500 per month.
  - e) Grade Pay allowance of Rs. 8000 per month.
  - f) Academic Allowance of Rs. 4000 per month.
  - g) You will be eligible for Leave Travel Assistance to a maximum of 5% of the basic salary drawn in the last financial year, once in two years. Such eligibility will start only after completion of one year service in the Institute.
  - h) Group medical insurance for self, spouse and up to two children and personal accident insurance for self which will be covered normally after 30 days from the date of joining.
  - i) You shall have to join the Contributory Provident Fund as per Boruka Provident Fund Trust rules.
2. While on official tour, you shall be paid T.A. /D.A. as admissible to your **Grade A-4**.
3. You will be eligible for reimbursement of running expenses involved in use of your vehicle for the official work of the Institute as per policy.

contd...2

*Deepashree M.R.*  
For Institute of Health Management Research, Bangalore  
*Alsha Manjunath*  
Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Near Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : iihmr@iihmr.edu.in  
URL: <http://www.iihmr.edu.in>

4. Your services are transferable at the sole discretion of the management to any of the sister/associate organization on their terms and conditions, while protecting your emoluments. You are drawing at IIHMR Bangalore at the time of your transfer.
5. You will not undertake any academic course or pursue other study during your employment with the Institute, without written permission of the Director.
6. While being in the service of the Institute You will not allow taking an employment even on part time or casual basis of whatever nature anywhere else, without written permission of the Director.
7. You will not divulge any information or knowledge gained by you in the services of the Institute, which may prove detrimental to the interest of our Institute.
8. In the event of your leaving the services of the Institute or the Institute intending to dispense with your services, it will be required to serve two-month notice to each other or basic pay in lieu thereof
9. You are entitled for payment of gratuity as per Gratuity Act 1972.
10. Your Appointment as Assistant Professor is subject to the condition that your probation period may be extended and the Institute reserves the right to discontinue your services, during or at the end of the probation without giving any notice.

In all other matters not mentioned in this appointment letter, you will be governed by the rules and regulations of the Institute from time to time in force. You are requested to send your confirmation about your joining to us. However you may join the Institute as early as possible, but not later than **August 12, 2019**.


We welcome you to the Institute and look forward to your contribution in building an environment of professional excellence at IIHMR Bangalore.

At the time of joining you will be required to produce the following:

- a. Attested copies of certificates of qualification and experience.
- b. Six recent passport size photographs.
- c. Two reference letter from reputed persons or previous employer.
- d. Relieving letter and salary slip from your previous organization.
- e. Photocopy of PAN Card & Identity proof.

With best wishes,

For Indian Institute of Health Management Research,

  
S D Gupta,  
TRUSTEE SECRETARY

1. NAME : \_\_\_\_\_ (Please write your name)
2. I accept this appointment letter with the terms and conditions mentioned therein.

DATE: 12/8/2019

SIGNATURE: Deepanku M.K.

For Institute of Health Management Research, Bangalore

  
Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**  
1, Prabhu Dayal Marg  
Near Sanganer Airport, Jaipur-302029. INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : [iihmr@iihmr.edu.in](mailto:iihmr@iihmr.edu.in)  
URL: <http://www.iihmr.edu.in>

**Salary Break up for Dr. Deepashree M R**

Dr. Deepashree M R		
Grade -A4 - 18300-1500-25800-2650-29050-4800-63050		
DOJ- 12.08.2019		
Sl. No	Particulars	Amount
1	Basic Pay	18300
2	PF 12% of Basic Pay	2196
3	HRA 45% of Basic pay	8235
4	Medical 5% of Basic Pay	915
5	LTA 5% of Basic Pay	915
6	Books & Periodicals Allowance	1500
7	Transport Allowance	4500
9	Driver Allowance	2000
10	Medicclaim	650
11	Grade Pay Allowance	8000
12	Academic Allowance	4000
	<b>Total CTC</b>	<b>51211</b>

Note: In Addition to above , one month consultancy is allowed on sharing basis, 24 days Earned leave (cashable as per policy), 10 CL, 10 closed holidays in a year, allowed to participate in national and International Conferences , provision of award on publications and annual increment as per policy of IIHMR, Gratuity as per act, Pension as per EPFO Norms.

*Deepashree M.R.*

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director

तार का पता : "मेडिनस्ट"  
TELEGRAM - "MEDINST"  
दूरभाष : २६५८८५००, २६५८८७००, २६५८६६००  
Telephone : 26588500, 26588700, 26589900



अखिल भारतीय आयुर्विज्ञान संस्थान  
ALL INDIA INSTITUTE OF MEDICAL SCIENCES  
अन्तारी नगर, नई दिल्ली-११००२६ (भारत)  
ANSARI NAGAR, NEW DELHI - 110029 (INDIA)

संदर्भ सं०/Ref. No

दिनांक/Date

Dated: 25<sup>th</sup> November 2013

To Whom It May Concern

This is to certify that Ms. Jyoti Vijay worked as a Research Scientist in the various research projects implemented by Department of Gastroenterology and Human Nutrition Unit, All India Institute of Medical Sciences, New Delhi as per following details:-

- i) As a Research Assistant in the research project entitled "Efficacy of daily iron folic acid supplementation in correction of iron deficiency anaemia in children aged 3-5 years" funded by Indian Council of Medical Research, New Delhi from 9<sup>th</sup> July 2011 to 31<sup>st</sup> October 2011.
- ii) As a Junior Research Fellow in the research project entitled "Iodine Status of Pregnant Mothers, School Age Children and Neonatal Thyroid Stimulating hormone concentration in three regions of Himachal Pradesh, India", funded by Department of Biotechnology, New Delhi from 1<sup>st</sup> November 2011 to 18<sup>th</sup> February 2013
- iii) As a Research Assistant in the research project entitled "Status of procurement, distribution and management system of zinc dispersible tablets, IFA tablet/liquid and VA supplements in Uttar Pradesh, Maharashtra, Himachal Pradesh, Kerala and Rajasthan states of India", funded by Indian Council of Medical Research, New Delhi from 19<sup>th</sup> February 2013 to 8<sup>th</sup> August 2013.

She has also actively participated in different other research projects implemented in the department in the field of Community Nutrition.

She was responsible for developing proposals, data collection of the project, its analysis and report writing.

Ms. Jyoti Vijay has an indepth understanding of inter-personal relationship which made her a popular member of the Research Team.

Ms. Jyoti Vijay is sincere and hard working and I wish her success in her future endeavour.

*Jyoti Vijay*

*Umesh Kapil*

(Prof. Umesh Kapil)

For Institute of Health Management Research, Bangalore

*Asha Manginath*

Director

Prof. Umesh Kapil, MD, FAMS  
Department of GE and HNU  
First Floor, Old OT Block  
All India Institute of Medical Sciences,  
Ansari Nagar, New Delhi - 110 029

Ref No: IHMRB/TS/HR/2020  
Date: October 16,2020

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Near Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : iihmr@iihmr.edu.in  
URL: <http://www.iihmr.edu.in>

**Dr. Jyoti Vijay**  
115, Mangal Vihar  
Gopalpura Bypass Road Jaipur, Rajasthan - 302018

**SUB: Appointment Letter for the position of the position of Assistant Professor on probation at IIHMR, Bangalore.**

Dear Dr. Vijay,

We are pleased to appoint you as an Assistant Professor on probation for one year at Institute of Health Management Research (IIHMR), site no.319, Thimma Reddy layout, Hulimangala Post, Electronic City phase I, Bangalore with a basic salary of **Rs. 18,300/-**(Rupees Eighteen Thousand Three Hundred) per month, and CTC of Rs. 53,000 (Fifty Three Thousand only) per month in the scale of **18300-1500-25800-2650-39050-4800-63050** and grade **A-4** w.e.f your date of joining, but not later than July 08,2020.

1. You will be entitled to the following in addition to your basic salary.
  - a) HRA is equivalent to 45% of your basic salary per month.
  - b) Medical reimbursement equivalent to 5% of your basic salary per month.
  - c) Books & Periodicals allowances of Rs. 1500 per month.
  - d) Transport Allowance of Rs. 4500 per month.
  - e) Grade Pay allowance of Rs. 8000 per month.
  - f) Academic Allowance of Rs. 4000 per month.
  - g) Helper Allowance of Rs. 2000 per month.
  - h) You will be eligible for Leave Travel Assistance to a maximum of 5% of the basic salary drawn in the last financial year, once in two years. Such eligibility will start only after completion of one year service in the Institute.
  - i) Group medical insurance for self , spouse and up to two children and personal accident insurance for self which will be covered normally after 30 days from the date of joining.
  - j) You shall have to join the Contributory Provident Fund as per Bhoruka Provident Fund Trust rules.
2. While on official tour, you shall be paid T.A. /D.A. as admissible to your **Grade A-4**.
3. You will be eligible for reimbursement of running expenses involved in use of your vehicle for the official work of the Institute as per policy.

For Institute of Health Management Research, Bangalore

*Usha Manjivath*  
Director

*Jyoti Vijay*

contd...2

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Near Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : [iihmr@iihmr.edu.in](mailto:iihmr@iihmr.edu.in)  
URL: <http://www.iihmr.edu.in>

4. Your services are transferable at the sole discretion of the management to any of the sister/associate organization on their terms and conditions, while protecting your emoluments. You are drawing at IIHMR Bangalore at the time of your transfer.
5. You will not undertake any academic course or pursue other study during your employment with the Institute, without written permission of the Director.
6. While being in the service of the Institute You will not allow taking an employment even on part time or casual basis of whatever nature anywhere else, without written permission of the Director.
7. You will not divulge any information or knowledge gained by you in the services of the Institute, which may prove detrimental to the interest of our Institute.
8. In the event of your leaving the services of the Institute or the Institute intending to dispense with your services, it will be required to serve two-month notice to each other or basic pay in lieu thereof
9. You are entitled for payment of gratuity as per Gratuity Act 1972.
10. Your Appointment as Assistant Professor is subject to the condition that your probation period may be extended and the Institute reserves the right to discontinue your services, during or at the end of the probation without giving any notice.

In all other matters not mentioned in this appointment letter, you will be governed by the rules and regulations of the Institute from time to time in force. You are requested to send your confirmation about your joining to us. However you may join the Institute as early as possible, but not later than **July 08, 2020**.

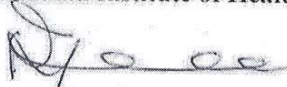
We welcome you to the Institute and look forward to your contribution in building an environment of professional excellence at IIHMR Bangalore.

At the time of joining you will be required to produce the following:

- a. Attested copies of certificates of qualification and experience.
- b. Six recent passport size photographs.
- c. Two reference letter from reputed persons or previous employer.
- d. Relieving letter and salary slip from your previous organization.
- e. Photocopy of PAN Card & Identity proof.

With best wishes,

For Indian Institute of Health Management Research,

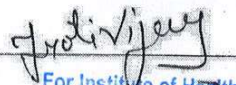


**S D Gupta,  
TRUSTEE SECRETARY**

1. NAME: Dr. Jyoti Vijay (Please write your name)
2. I accept this appointment letter with the terms and conditions mentioned therein.

DATE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_



For Institute of Health Management Research, Bangalore



Director



**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Near Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : [iihmr@iihmr.edu.in](mailto:iihmr@iihmr.edu.in)  
URL: <http://www.iihmr.edu.in>

Salary Break Up of Dr. Jyoti Vijay (Assistant Professor)	
Salary scale in Grade -A4 : 18300-1500-25800-2650-29050-4800-63050	
Salary Particulars	Amount
Basic Pay	18300
PF 12% of Basic Pay	2196
HRA 45% of Basic pay	8235
Medical 5% of Basic Pay	915
LTA 5% of Basic Pay	915
Books & Periodicals	1500
Transport Allowance	4500
Driver & Helper Allowance	4000
Mediclaime	850
Grade Pay Allowance	8000
Academic Allowance	4000
Special Allowance	1589
CTC PM	55000
CTC PA	660000

Note: In Addition to above, one month consultancy is allowed on sharing basis, 24 days Earned leave (cashable as per policy), 10 CL, 11 closed holidays in a year, allowed to participate in national and International Conferences, provision of award on publications and annual increment as per policy of IIHMR, Gratuity as per act, Pension as per EPFO norms.

For Institute of Health Management Research, Bangalore

*Usha Manjivath*  
Director



June 1<sup>st</sup>, 2007

Mr. Piyush Kumar,  
Plot No: 33, Uday Vihar, PPCT Colony,  
Haridwar Bypass - 248001

Fortis Healthcare Limited  
Piccadilly House, 275, IV Floor,  
Capt Gaur Marg, Srinivaspur  
New Delhi - 110 065  
Tel: 91-11-4229-5222  
Fax: 91-11-4180-2121  
Helpline: 1800-11-7000  
91-11-2692-7000  
E-mail: [contactus@fortishealthcare.com](mailto:contactus@fortishealthcare.com)  
Website: [www.fortishealthcare.com](http://www.fortishealthcare.com)

## Appointment

Dear Piyush,

We have the pleasure in appointing you as **Executive Trainee** in our organization, effective 1<sup>st</sup> June 2007, on the following terms and conditions:

### 1. Compensation

You will be entitled to compensation (salary and other applicable benefits) as detailed in Annexure "A", as applicable and/or amended hereafter.

### 2. Salary revision

Your salary will be reviewed on successful completion of one year Executive Trainee Program and thereafter on April 1<sup>st</sup> of each year, or at such other time as the Management may decide. Salary revisions are discretionary and will be subject to, and on the basis of, effective performance and results.

### 3. Confirmation

Your training will be for a period of one year, subsequent to successful completion of the training program; you will be confirmed in the appropriate band/ responsibility level of the Company. Based on your performance your training can be reduced / extended / terminated as per the policy of the organization.

### 4. Posting & Transfer

Your services are liable to be transferred, at the sole discretion of Management, in such other capacity as the company may determine, to any department / section, location, associate, sister concern or subsidiary, at any place in India or abroad, whether existing today or which may come up in future. In such a case, you will be governed by the terms and conditions of the service applicable at the new placement location.

### 5. Full time employment

Your position is a whole time employment with the Company and you shall devote yourself exclusively to the business and interests of the company. You will not take up any other work for remuneration (part time or otherwise) or work in an advisory capacity, or be interested directly or indirectly (except as shareholder / debenture holder), in any other trade or business during your employment with the company, without permission in writing of the Board of Directors of the Company. You will also not seek membership of any local or public bodies without first obtaining specific permission from the Management.

### 6. Confidentiality

You will not, at any time, during the employment or after, without the consent of the Board of Directors disclose or divulge or make public, except on legal obligations, any information regarding the Company's affairs or administration or research carried out, whether the same is confided to you or becomes known to you in the course of your service or otherwise.

*desha mangimath*  
Director

**Fortis**

**Fortis Healthcare Limited**

Escorts Heart Institute and Research Center  
Okhla Road, New Delhi - 110 025 (India)  
Tel : + 91-11-2682 5000-1  
Fax : + 91-11-4162 8435  
E-mail : [contactus@fortishealthcare.com](mailto:contactus@fortishealthcare.com)  
Website : [www.fortishealthcare.com](http://www.fortishealthcare.com)

30<sup>th</sup> November, 2009

Mr Piyush Kumar Verma  
Executive, CBU

**Subject: Acceptance of Resignation**

Dear Piyush

This has reference to your e mail dated 09<sup>th</sup> November 2009 tendering your resignation from the services of the company. We accept your resignation.

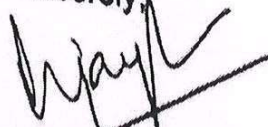
As requested by you, you will be relieved from the services of the company with effect from close of working hours of 30<sup>th</sup> November, 2009. Per terms of appointment, you are required to pay 09 days gross salary in lieu of the short fall of notice period.

Kindly also do a successful handover of job responsibilities. You are also requested to kindly hand over all/any company property and documents that may be in your possession to Human Resources/Administration.

Your full & final settlement would be done shortly on successful completion of the above

We also take this opportunity to wish you the best in your future endeavors.

Sincerely,



Vijaya G  
Head HR Corporate

For Institute of Health Management Research, Bangalore



Director

JAL:PERS:APPTT: 5336

Regd. Post / By Hand

JAL-QF-01-HR-RT-05  
Rev No.:01

26.12.2009

Shri Piyush Kumar  
S/o Late Sh. S.K. Verma  
D-25, DDA Flat, Talmur Nagar  
New Friends Colony  
New Delhi.

Sub: Appointment as Officer at Sector -128, Noida Hospital Project (REP)  
w.e.f. 07.12.2009.

Dear Sir,

We have pleasure in offering you the appointment of Officer in Jaiprakash Associates Limited on the terms and conditions indicated below:

1. You will be paid salary in the scale of 9200-250-15450 (Grade N-09) with effect from 07.12.2009, as per details given below:

(a)	Consolidated Pay	:	Rs. 9,700/- p.m.
(b)	P.A. - I	:	Rs. 3,000/- p.m.
(c)	P.A.- IV	:	Rs. 3,000/- p.m.
(d)	P.A. - V	:	Rs. 6,000/- p.m.
(e)	H.R.A.	:	As per Co. Rules

2. You will be on probation for a period of six months which may be extended at the discretion of the company and you may be absorbed in Regular Cadre on successful completion of probation period.

- During the period of probation or extended period of probation, your services can be terminated by the company without notice and without assigning any reason.
- After absorption in the regular cadre, your services can be terminated without assigning any reason by giving one month's notice in writing by either party or giving one month's pay in lieu of notice.
- You will retire at the age of 60 years and will automatically cease to be the employee of the company on superannuation on the last day of the month during which you attain the age of 60 years. The company may at its sole discretion, relax the aforesaid retirement age.

You shall faithfully serve the company, obey its lawful commands, keep its secrets, diligently and carefully learn and perform such work and business as may be entrusted to you regularly during such hours as may be prescribed and perform such duties as may be assigned.

You shall be subject to the Standing Orders, Service Rules and Regulations as well as the administrative orders of the company in force from time to time and shall obey all such orders and directions as you may receive from your superiors. In case of any dispute on interpretation of any part of this letter or the rules governing your service or otherwise, howsoever arising, the decision of the company thereon shall be final and binding.

You shall devote your whole time to your duties and shall not carry on or be concerned in any other business or occupation, whatsoever.

*Usha Manginath*  
Director

contd... 2

September 20<sup>th</sup>, 2012

LETTER OF OFFER FOR EMPLOYMENT

Mr Piyush Kumar  
Plot No 33, PPCL Colony,  
Uday Vihar,  
Post Office - Bhraman Wala,  
Dehradun - 248001

Dear Piyush,

Sub: Letter of Offer for Employment

Thank you for your interest in becoming a part of Frost & Sullivan India Private Limited *hereinafter referred to as "Frost & Sullivan"*.

Based on your interest, application and subsequent discussions we had with you, we are pleased to offer you the position of 'Senior Consulting Analyst - Healthcare - MENASA' at our Bangalore, India facility under following terms and conditions. Please contact our Human Resource Division to get a copy of the same and for your reference.

Your employment with us will be governed by the Terms & Conditions as detailed in Annexure - A. For the purposes of identification, please provide us with the following documents as detailed in Annexure - B.

Your offer has been made based on the information furnished by you. Please note that this employment is subject to Satisfactory Professional Reference Checks and documentary evidence of your educational qualification and previous employment. If there is any discrepancy in the copies of documents or certificates given by you as a proof of above we retain the right to review or revoke our offer of employment.

We congratulate you on your appointment and wish you a long and successful career with us. We are confident that your contribution will take us further in our journey towards becoming the world's leading growth partnership services organization. We assure you of our support for your professional development and growth.

Regards,  
For Frost & Sullivan Pvt. Ltd

Ramakrishnan  
Managing Director - South Asia

For Institute of Health Management Research, Bangalore

Usha manjunath  
Director

JMC/HR/NOIDA/2012/107

Jaypee Medical Centre

01 October 2012

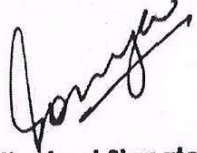
Mr. Piyush Kumar Verma  
Assistant Manager

Acceptance of Resignation

Your resignation dated **27 September 2012** has been accepted. You will be relieved from your duties w.e.f. **31 October 2012**. The competent authority has decided to waive off your unserved notice period.

You may kindly contact the Accounts Section along with all clearance certificates for settlement of your Accounts.

For **Jaypee Medical Centre**  
(A unit of **Jaypee Infratech Limited**)



Authorized Signatory

Copy to:

1. Ms. Rekha Dixit Ji - For your kind information.
2. Dr. Vikram Singh Raghuvanshi Ji - For kind information.
3. JIL (Accounts) - For n.a. at your end.
4. P/File

For Institute of Health Management Research, Bangalore

  
Director

Ref. No.: IIHMRB/TS/HR/2020/  
Dated: June 08, 2020

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail: iihmr@iihmr.edu.in  
URL : http://www.iihmr.edu.in

Mr. Piyush Kumar  
02, Gargi Niwas, Banasthali Vidyapith,  
Newai, Tonk District, Rajasthan - 304022

Sub: Offer Letter for the position of Associate Professor at IIHMR, Bangalore.

Dear Mr. Kumar,

Please refer to our discussion held on May 22, 2020. We are happy to offer you a position of **Associate Professor** at The IIHMR Bangalore on probation for one year with a basic salary of Rs. 37400 per month (Rupees Thirty Seven Thousand Four Hundred Only) and CTC of Rs. 95,000 (Ninety Five Thousand only) per month in the scale of 37400-3100-52900-5500-80400-9800-129400 w.e.f. your date of joining which is not later than September 09, 2020.

This is a formal offer letter for the position of **Associate Professor in grade A-2** at IIHMR Bangalore 319, Near Thimma Reddy Layout, Hulimangala Rd, Electronics City Phase 1, Bengaluru, Karnataka 560105. This offer is valid till September 09, 2020 or your joining whichever is earlier. Management can withdraw the offer at any time before your joining.

Please do not hesitate to write or call if you need further information or clarification on the terms and conditions of this offer.

Look forward to your acceptance of our offer. Kindly sign the enclosed duplicate copy of this letter as a token of your acceptance.

At the time of joining you will be required to produce the following:

- Self-attested copies of certificates of qualifications & experience.
- Four recent passport size photographs along with one digital photo
- Two reference letters from reputed persons.
- Relieving letter & Salary Slip from your present Organization.
- Copy of PAN Card & Aadhar Card

With best wishes,

**FOR INSTITUTE OF HEALTH MANAGEMENT RESEARCH**

  
S D GUPTA  
TRUSTEE SECRETARY

- Name: Piyush Kumar (Please write your name)
- I accept this appointment letter with the terms and conditions mentioned therein.  
Date: 15<sup>th</sup> Oct 2020 Signature: Piyush

For Institute of Health Management Research, Bangalore

  
Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**  
1, Prabhu Dayal Marg  
Near Sanganer Airport, Jaipur-302029. INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : [iihmr@iihmr.edu.in](mailto:iihmr@iihmr.edu.in)  
URL: <http://www.iihmr.edu.in>

Salary Break Up of Mr. Piyush Kumar	
Salary scale in Grade A-2: 37400-3100-52900-5500-80400-9800-129400	
Salary particulars	Amount
Basic	37400
PF @12%	4488
HRA @45%	16830
Medical Allowance@5%	1870
LTA@5%	1870
Academic Allowance	6000
Transport Allowances	4500
Grade Pay Allowance	12000
Books & Periodicals	2500
Helper Driver Allowance	2000
Medicclaim	850
Special Allowances	4,692
<b>CTC PM</b>	<b>95,000</b>
CTC PA	<b>11,40,000</b>
<p><b>Note:</b> In Addition to above , one month consultancy is allowed on sharing basis, 24 days Earned leave (cashable as per policy), 10 CL, 10 closed holidays in a year, allowed to participate in national and International Conferences , provision of award on publications and annual increment as per policy of IIHMR, Gratuity as per act, Pension as per EPFO Norms.</p>	

*ky*

*Piyush*  
15/10/20

For Institute of Health Management Research, Bangalore

*Usha Manginath*

Director



July 6, 2011 ,

TO WHOMSOEVER IT MAY CONCERN

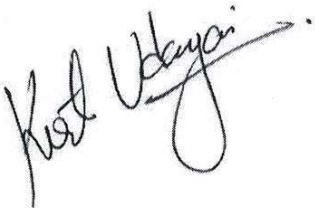
This is to certify that Ms. **Kirti Udayai** was employed with Escorts Heart Institute & Research Centre Ltd as '**Assistant Manager – Sales & Marketing**' from **March 12, 2008** to **June 30, 2009** and then associated with Fortis La Femme as **Unit Head – Sales & Marketing** from **July 01, 2009** to **June 30, 2011**.

During her tenure we found her to be hard working and sincere.

We wish her all the best in her future endeavors.

For Fortis Health Management (North) Ltd.

  
Authorized Signatory  
(Human Resources)



For Institute of Health Management Research, Bangalore

  
Director



Ref: IIHMRD/ADMN/PERS/2018/  
Date: June 30, 2018

**INTERNATIONAL INSTITUTE OF  
HEALTH MANAGEMENT RESEARCH**

Plot No - 3, Sector-18A,

Dwarka, New Delhi - 110075, India

Phone : +91-11-30418900, +91-11-45795308

Fax : +91-11-30418909

E-mail : info.delhi@iihmr.org

Website: www.delhi.iihmr.org

**TO WHOMSOEVER IT CONCERN**

This is to certify that **Ms. Kirti Udayai** has worked as Assistant Professor at this Institute, from July 04, 2011 to June 30, 2018. During her association with the Institute, we found her hardworking, honest and an excellent faculty member. She has cleared all her dues to the Institute and relieved from the services of Institute w.e.f June 30, 2018.

We wish her all the success in her future career.

**For International Institute of Health  
Management Research**

*Sanjiv Kumar*

**Dr. Sanjiv Kumar**  
Director

*Kirti Udayai*

For Institute of Health Management Research, Bangalore

*Alsha Mangrikar*  
Director

बनारसहाली विद्यापीठ  
Banasthali Vidyapith  
(U.P.)



BANASTHALI VIDYAPITH  
P.O. BANASTHALI VIDYAPITH MARG  
(RAJASTHAN)

K.A. 19479  
2020-2021

Dated : 31.10.2020

Certificate

This is to certify that Dr. Kirti Udayai served Banasthali Vidyapith as Assistant Professor Management in the Women's Institute for Studies in Development Oriented Management on contract basis from 06.07.2018 to 31.10.2020.

On account of her resignation, she is relieved in the afternoon of 31.10.2020. At the time of her leaving the Vidyapith she was drawing salary in the Payband 15600-39100 and other allowances as per Banasthali Vidyapith rules.

During her tenure here, she taught Under-graduate & Post-graduate classes.

Offg. Secretary  
Banasthali Vidyapith

For Institute of Health Management Research, Bangalore

  
Director

Ref No: IHMRB/TS/HR/2020  
Date: October 16,2020

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Near Sanganer Airport, Jaipur-302029. IN  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : iihmr@iihmr.edu.in  
URL: http://www.iihmr.edu.in

Dr. Kirti Udayai  
02,Gargi Niwas, Banasthali Vidyapith,  
Newai, Tonk District, Rajasthan - 304022

**SUB: Appointment Letter for the position of Associate Professor on probation at IIHMR, Bangalore.**

Dear Dr. Udayai,

We are pleased to appoint you as an **Associate Professor** on probation for one year at Institute of Health Management Research (IIHMR), site no.319, Thimma Reddy layout, Hulimangala Post, Electronic City phase I, Bangalore with a basic salary of **Rs. 40,500** /-(Rupees Forty Thousand five Hundred) per month, and CTC of **Rs. 1,00,485** (One Lakh Four Hundred Eighty Five only) per month in the scale of 37400-3100-52900-5500-80400-9800-129400 and grade **A-2** w.e.f your date of joining, but not later than September 09,2020.

1. You will be entitled to the following in addition to your basic salary.
  - a) HRA is equivalent to 45% of your basic salary per month.
  - b) Medical reimbursement equivalent to 5% of your basic salary per month.
  - c) Books & Periodicals allowances of Rs. 2500 per month.
  - d) Transport Allowance of Rs. 4500 per month.
  - e) Grade Pay allowance of Rs. 12000 per month.
  - f) Academic Allowance of Rs. 6000 per month.
  - g) Helper Allowance of Rs. 2000 per month.
  - h) You will be eligible for Leave Travel Assistance to a maximum of 5% of the basic salary drawn in the last financial year, once in two years. Such eligibility will start only after completion of one year service in the Institute.
  - i) Group medical insurance for self , spouse and up to two children and personal accident insurance for self which will be covered normally after 30 days from the date of joining.
  - j) You shall have to join the Contributory Provident Fund as per Bhoruka Provident Fund Trust rules.
2. While on official tour, you shall be paid T.A. /D.A. as admissible to your **Grade A-2**.
3. You will be eligible for reimbursement of running expenses involved in use of your vehicle for the official work of the Institute as per policy.

For Institute of Health Management Research, Bangalore

*[Handwritten signature]*

*[Handwritten signature]*  
Director

contd...2

*[Handwritten signature]*

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Near Sanganer Airport, Jaipur-302029, IND  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : [iihmr@iihmr.edu.in](mailto:iihmr@iihmr.edu.in)  
URL: <http://www.iihmr.edu.in>

4. Your services are transferable at the sole discretion of the management to any of the sister/associate organization on their terms and conditions, while protecting your emoluments. You are drawing at IIHMR Bangalore at the time of your transfer.
5. You will not undertake any academic course or pursue other study during your employment with the Institute, without written permission of the Director.
6. While being in the service of the Institute You will not allow taking an employment even on part time or casual basis of whatever nature anywhere else, without written permission of the Director.
7. You will not divulge any information or knowledge gained by you in the services of the Institute, which may prove detrimental to the interest of our Institute.
8. In the event of your leaving the services of the Institute or the Institute intending to dispense with your services, it will be required to serve two-month notice to each other or basic pay in lieu thereof
9. You are entitled for payment of gratuity as per Gratuity Act 1972.
10. Your Appointment as Associate Professor is subject to the condition that your probation period may be extended and the Institute reserves the right to discontinue your services, during or at the end of the probation without giving any notice.

In all other matters not mentioned in this appointment letter, you will be governed by the rules and regulations of the Institute from time to time in force. You are requested to send your confirmation about your joining to us. However you may join the Institute as early as possible, but not later than **September 09, 2020**.


We welcome you to the Institute and look forward to your contribution in building an environment of professional excellence at IIHMR Bangalore.

At the time of joining you will be required to produce the following:

- a. Attested copies of certificates of qualification and experience.
- b. Six recent passport size photographs.
- c. Two reference letter from reputed persons or previous employer.
- d. Relieving letter and salary slip from your previous organization.
- e. Photocopy of PAN Card & Identity proof.

With best wishes,

For Indian Institute of Health Management Research,


  
S D Gupta,  
TRUSTEE SECRETARY

For Institute of Health Management Research, Bangalore

  
Aisha Mangrulkar  
Director

1. NAME : \_\_\_\_\_ (Please write your name)
2. I accept this appointment letter with the terms and conditions mentioned therein.

DATE: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_



**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1. Prabhu Dayal Marg  
Near Sangner Airport, Jaipur-302029. INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : iihmr@iihmr.edu.in  
URL: http://www.iihmr.edu.in

Salary Break Up of Dr. Kirti Udayai (Associate Professor)	
Salary scale in Grade A-2: 37400-3100-52900-5500-80400-9800-129400	
Salary particulars	Amount
Basic	40500
PF @12%	4860
HRA @45%	18225
Medical Allowance@5%	2025
LTA@5%	2025
Academic Allowance	6000
Transport Allowances	4500
Grade Pay Allowance	12000
Books & Periodicals	2500
Helper Allowance	2000
Medicclaim	850
Special Allowance	5000
<b>CTC PM</b>	<b>1,00,485</b>
<b>CTC PA</b>	<b>12,05,820</b>
Note: In Addition to above , one month consultancy is allowed on sharing basis, 24 days Earned leave (cashable as per policy), 10 CL, 10 closed holidays in a year, allowed to participate in national and International Conferences , provision of award on publications and annual increment as per policy of IIHMR, Gratuity as per act, Pension as per EPFO Norms.	

*[Handwritten signature]*

*[Handwritten signature: Kirti Udayai]*

For Institute of Health Management Research, Bangalore

*[Handwritten signature: Alsha Manju Nath]*  
Director

AstraZeneca

July 10, 2021



TO WHOMSOEVER IT MAY CONCERN

SERVICE CERTIFICATE

This is to certify that Mr Mrinmoy Roy ( Employee No. 20904130) was in the services of our Organization from 10.08.2020 to 16 03 2021. In his last assignment with us, he was designated as Strategic Account Manager-IB Marketing based at Bangalore.

He left the services of our Organization on his own accord to take up assignment elsewhere.

We wish him all the best in his future endeavours.

Yours sincerely  
For AstraZeneca Pharma India Limited

Sathyakumar Ravi  
Director - Human Resources

For Institute of Health Management Research, Bangalore

  
Usha Manjunath  
Director

CORPORATE & REGD. OFFICE  
AstraZeneca Pharma India Ltd.  
P B. No. 4525, Block N1, 12th Floor,  
Manipal Embassy Business Park,

TEL : +91 80 6774 8000  
FAX : +91 80 6774 8857  
CIN : L24231KA1979PLC003583

FACTORY  
12th Mile on Bellary Road  
Venkatala, Kattigenahalli Village  
Yelahanka  
Bangalore - 560 063  
INDIA

TEL : +91 80 6774 9000

FAX : +91 80 2846 2208  
+91 80 6774 9628

Ref: IIHMR/BLR/TS/NS/HR/2021/  
Date: April 1, 2021.

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, INDI.  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail: iihmr@iihmr.edu.in  
URL : http://www.iihmr.edu.in

Mr. Mrinmoy Roy  
306, 3rd Floor, Lalithya Elite,  
Belathur Main Road, Sonannahalli,  
Bangalore 560067

Sub: Appointment Letter for the position of 'Assistant Professor' on probation for one year at IIHMR, Bangalore.

Dear Mr. Roy,

We are pleased to appoint you as an Assistant Professor on probation for one year at Institute of Health Management Research (IIHMR), site no.319, Thimma Reddy layout, Hulimangala Post, Electronic City phase 1, Bangalore with a basic salary of Rs. 47400 (Forty Seven Thousand Four Hundred only) and CTC of Rs. 106508 (One Lakh Six Thousand Five Hundred and eight) per month, in the scale of 37400-5000-62400-10000-112400 in Grade -A3, w.e.f your date of joining, which is not later than 1<sup>st</sup> April 2021.

1. You will be entitled to the following in addition to your basic salary.
  - a) HRA is equivalent to 45% of your basic salary per month.
  - b) Medical reimbursement equivalent to 5% of your basic salary per month.
  - c) Books & Periodicals allowances of Rs. 2000 per month.
  - d) Transport Allowance of Rs. 4500 per month.
  - e) Grade Pay allowance of Rs. 10000 per month.
  - f) Academic Allowance of Rs. 8000 per month.
  - g) Driver Allowance of Rs. 2000 per month.
  - h) You will be eligible for Leave Travel Assistance to a maximum of 5% of the basic salary drawn in the last financial year, once in two years. Such eligibility will start only after completion of one year service in the institute.
  - i) Group medical insurance for self, spouse and up to two children and personal accident insurance for self which will be covered normally after 30 days from the date of joining.
  - j) You shall have to join the Contributory Provident Fund as per Bhoruka Provident Fund Trust rules.
2. While on official tour, you shall be paid T.A. /D.A. as admissible to your **Grade A-3**.
3. You will be eligible for reimbursement of running expenses involved in use of your vehicle for the official work of the Institute as per policy.

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director

contd.../2..



**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, IND  
Ph: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail: [iihmr@iihmr.edu.in](mailto:iihmr@iihmr.edu.in)  
URL : <http://www.iihmr.edu.in>

-: 02:-

4. Your services are transferable at the sole discretion of the management to any of the sister/associate organization on their terms and conditions, while protecting your emoluments. You are drawing at IIHMR Bangalore at the time of your transfer.
5. You will not undertake any academic course or pursue other study during your employment with the Institute, without written permission of the Director.
6. While being in the service of the Institute You will not allow taking an employment even on part time or casual basis of whatever nature anywhere else, without written permission of the Director.
7. You will not divulge any information or knowledge gained by you in the services of the Institute, which may prove detrimental to the interest of our Institute.
8. In the event of your leaving the services of the Institute or the Institute intending to dispense with your services, it will be required to serve two-month notice to each other or basic pay in lieu thereof.
9. You are entitled for payment of gratuity as per Gratuity Act 1972.
10. Your Appointment as Assistant Professor is subject to the condition that your probation period may be extended and the Institute reserves the right to discontinue your services, during or at the end of the probation without giving any notice.


In all other matters not mentioned in this appointment letter, you will be governed by the rules and regulations of the Institute from time to time in force. You are requested to send your confirmation about your joining to us. However, you may join the Institute as early as possible, but not later than April 1, 2021.

We welcome you to the Institute and look forward to your contribution in building an environment of professional excellence at IIHMR Bangalore.

At the time of joining, you will be required to produce the following:

- a. Attested copies of certificates of qualification and experience.
- b. Six recent passport size photographs.
- c. Two reference letters from reputed persons or previous employer.
- d. Relieving letter and salary slip from your previous organization.
- e. Photocopy of PAN Card & Identity proof.

With best wishes,  
For Indian Institute of Health Management Research,

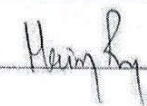
  
S D Gupta,  
TRUSTEE SECRETARY

For Institute of Health Management Research, Bangalore

  
Director

1. NAME : MRINMOY ROY (Please write your name)
2. I accept this appointment letter with the terms and conditions mentioned therein.

DATE: 01.04.2021

SIGNATURE: 

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail: [iihmr@iihmr.edu.in](mailto:iihmr@iihmr.edu.in)  
URL : <http://www.iihmr.edu.in>

**CTC and PLI Break Up of Mr. Mrinmoy Roy**

Position -Assistant Professor, Grade -A3  
Scale - 37400-5000-62400-10000-112400

Sl. No	Particulars	Amount
1	Basic Pay	47400
2	PF 12% of Basic Payable	5688
3	HRA 45% of Basic payable	21330
4	Medical Allowance 5% of Basic Payable	2370
5	LTA 5% of Basic Payable	2370
6	Books & Periodicals Allowance	2000
7	Transport Allowance	4500
8	Driver Allowance	2000
9	Grade Pay Allowance	10000
10	Academic Allowance	8000
11	Mediclaime	850
	<b>Total CTC</b>	<b>106508</b>
<b>PLI subject to perform 100%</b>		
	Conduct Two training programme (Five Days residential) in a FY (15*2*35000)	50000
	Minimum Placement of pharma/other stream 25 students	50000
	Minimum Admission of 25 students	50000
	Two consulting in a year at least 5lakh on sharing basis	50000
	<b>TOTAL</b>	<b>200000</b>
<b>Teaching -4-5 modules-Pharma and another streams</b>		
Involve in grant writing and execution, other responsibility assigned by the Management time to time		
<b>Other Benefits</b>		
Note : In Addition to above , one month consultancy is allowed on sharing basis , 24 Days Earned Leave (cashable as per policy), Joining Leave, Joining Expenses ( as per policy), 10 Days CL, 3 RH in a year and 8 closed holidays, allowed to participate in National and International conferences and annual increment as per policy of IIHMR.		
*Gratuity as per Gratuity ACT		

For Institute of Health Management Research, Bangalore

*Usha Mangrath*  
Director



# CRESCENT COLLEGE OF PHARMACEUTICAL SCIENCES

(UNDER NORTH MALABAR DEVELOPMENT SOCIETY)

MADAYIPARA, P.O. PAYANGADI (R.S) - 670358,  
KANNUR DIST, KERALA

(Approved by AICTE, PCI, DME, Govt. of Kerala and Affiliated to Kerala University  
of Health Sciences Thrissur)

Phone : 0497-2875510 } College  
: 0497-2877510 }  
: 0497-2872310 (Admn. Office)  
Fax : 0497-2877510  
E-mail : crescentccops@yahoo.in  
Website : crescentbpharm.com

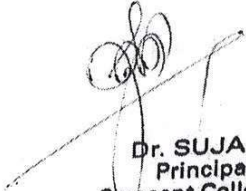
To whomsoever it may concern

5<sup>th</sup> May, 2018

## Experience Certificate

This is to certify that **Mr. Subodh S Satheesh** S/o Satheesh. Y, Savant, Valavupacha P.O, Kollam, Kerala who has been working in this institution from 2<sup>nd</sup> March 2017 on a fulltime, permanent basis as Lecturer in the Department of Pharmaceutics. He has handled the classes for B.Pharm & D.Pharm courses.

His character and conduct are good.

  
Dr. SUJA. C  
Principal  
Crescent College of  
Pharmaceutical Sciences  
Madayipara  
Payangadi, Kannur

For Institute of Health Management Research, Bangalore

  
Director

Self Attested by  
Dr. Subodh S. Satheesh  
A



Education Service Humanity

# SREEKRISHNA COLLEGE OF PHARMACY & RESEARCH CENTRE

**NAAC Accredited Institution**

Approved by AICTE, PCI (New Delhi), Government of Kerala & Affiliated to Kerala University of Health Science

Near Railway Station, Parassala, Thiruvananthapuram - 695 502

TEL : 0471 2204747, 2205757, 9497353697

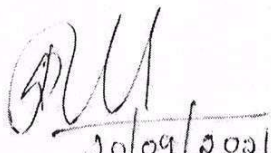
Email : skcprctvm@gmail.com; skcprc\_tvm@yahoo.co.in ; web : skcprc.org

Gen: 01/340/2021/SKCP

...20-09-2021..

## EXPERIENCE CERTIFICATE


Dr. Subodh S Satheesh, Elamplavil, Nedumpana P O, Kannanallur, Kollam 691 576 joined this college as Assistant Professor, in the Department of Pharmaceutics in the FN of 27-09-2019. He was relieved of his duties from this college with effect from 20-09-2021 AN. He has got an experience of teaching for a total of 1 year 11 months and 19 days only. His character and conduct are good.

  
20/09/2021  
PRINCIPAL

Sreekrishna College of Pharmacy & Research Centre, Parassala



Chairman  
Sree Krishna College of Pharmacy & Research Centre, Parassala  
Thiruvananthapuram

Prof. Subodh S. Satheesh  
  
29/9/21

For Institute of Health Management Research, Bangalore

  
Director

Ref: IIHMR/BLR/TS/NS/HR/2021/  
Date: September 29, 2021

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, II  
Ph.: +91-141-3924700, 2791431-3;  
Fax : +91-141-3924738  
E-mail: iihmr@iihmr.edu.in  
URL : http://www.iihmr.edu.in

Dr. Subodh S Satheesh  
Elamplavil, Nedumpana p.o  
Kannanallur  
Kollam  
Kerala-691576

**Sub: Appointment Letter for the position of 'Assistant Professor' on probation for one year at IIHMR, Bangalore South Campus**

Dear Dr. Satheesh,

We are pleased to appoint you as an Assistant Professor on probation for one year at Institute of Health Management Research (IIHMR), site no.319, Thimma Reddy layout, Hulimangala Post, Electronic City phase Bangalore with a basic salary of Rs. 37400 (Thirty Seven Thousand Four Hundred only) and CTC of Rs. 898 (Eighty-Nine Thousand Eight Hundred and Eight) per month, in the scale of 37400-5000-62400-10000-1124 in Grade -A3, w.e.f your date of joining, which is not later than 29<sup>th</sup> September 2021.

1. You will be entitled to the following in addition to your basic salary.
  - a) HRA is equivalent to 45% of your basic salary per month.
  - b) Medical reimbursement equivalent to 5% of your basic salary per month.
  - c) Books & Periodicals allowances of Rs. 2000 per month.
  - d) Transport Allowance of Rs. 4500 per month.
  - e) Grade Pay allowance of Rs. 10000 per month.
  - f) Academic Allowance of Rs. 8000 per month.
  - g) Driver Allowance of Rs. 2000 per month.
  - h) You will be eligible for Leave Travel Assistance to a maximum of 5% of the basic salary drawn in the financial year, once in two years. Such eligibility will start only after completion of one year service in the Institute.
  - i) Group medical insurance for self, spouse and up to two children and personal accident insurance for spouse which will be covered normally after 30 days from the date of joining.
  - j) You shall have to join the Contributory Provident Fund as per Bhoruka Provident Fund Trust rules.
2. While on official tour, you shall be paid T.A. /D.A. as admissible to your **Grade A-3**.
3. You will be eligible for reimbursement of running expenses involved in use of your vehicle for the official work of the institute as per policy.

For Institute of Health Management Research, Bangalore

contd...2/..

*Usha Manjunath*  
Director



**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail: [iihmr@iihmr.edu.in](mailto:iihmr@iihmr.edu.in)  
URL : <http://www.iihmr.edu.in>

-: 02 :-

4. Your services are transferable at the sole discretion of the management to any of the sister/associate organization on their terms and conditions, while protecting your emoluments. You are drawing at IIHMR Bangalore at the time of your transfer.
5. You will not undertake any academic course or pursue other study during your employment with the Institute, without written permission of the Director.
6. While being in the service of the Institute You will not allow taking an employment even on part time or casual basis of whatever nature anywhere else, without written permission of the Director.
7. You will not divulge any information or knowledge gained by you in the services of the Institute, which may prove detrimental to the interest of our Institute.
8. In the event of your leaving the services of the Institute or the Institute intending to dispense with your services, it will be required to serve one-month notice to each other or basic pay in lieu thereof.
9. You are entitled for payment of gratuity as per Gratuity Act 1972.
10. Your Appointment as Assistant Professor is subject to the condition that your probation period may be extended and the Institute reserves the right to discontinue your services, during or at the end of the probation without giving any notice.

In all other matters not mentioned in this appointment letter, you will be governed by the rules and regulations of the Institute from time to time in force. You are requested to send your confirmation about your joining to us. However, you may join the Institute as early as possible, but not later than **September 29, 2021**.

We welcome you to the Institute and look forward to your contribution in building an environment of professional excellence at IIHMR Bangalore.

At the time of joining, you will be required to produce the following:

- a. Attested copies of certificates of qualification and experience.
- b. Six recent passport size photographs.
- c. Two reference letters from reputed persons or previous employer.
- d. Relieving letter and salary slip from your previous organization.
- e. Photocopy of PAN Card & Identity proof.

With best wishes,  
For Indian Institute of Health Management Research,

For Institute of Health Management Research, Bangalore

S D Gupta,  
TRUSTEE SECRETARY

*Alsha Manjunath*  
Director

1. NAME : Dr. Subodh. P. Sathesh (Please write your name)
2. I accept this appointment letter with the terms and conditions mentioned therein.

DATE: 29/09/2021

SIGNATURE: *[Signature]*

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, IND  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail: [iihmr@iihmr.edu.in](mailto:iihmr@iihmr.edu.in)  
URL : <http://www.iihmr.edu.in>

CTC break up of Dr. Subodh S Satheesh as Assistant Professor in Grade A-3

Scale – 37400-50000-62400-10000-112400

Sl. No	Particulars	Amount
1	Basic Pay	37400
2	PF 12% of Basic Payable	4488
3	HRA 45% of Basic payable	16830
4	Medical Allowance 5% of Basic Payable	1870
5	LTA 5% of Basic Payable	1870
6	Books & Periodicals Allowance	2000
7	Transport Allowance	4500
8	Driver Allowance	2000
9	Grade Pay Allowance	10000
10	Academic Allowance	8000
11	Mediclaime	850
	<b>Total CTC</b>	<b>89808</b>

Other Benefits

Note : In Addition to above , one month consultancy is allowed on sharing basis , 24 Days Earned Leave (cashable as per policy), Joining Leave, Joining Expenses ( as per policy), 10 Days CL, 3 RH in a year and 8 closed holidays, allowed to participate in National and International conferences and annual increment as per policy of IIHMR.

\*Gratuity as per Gratuity ACT

For Institute of Health Management Research, Bangalore

*Asha Manjunath*  
Director

४४४, सुती निवास, मुख्य बस स्थानका जवळ, धैर्याळ, वाळुका मिरज, जिळ्या सांगली, महाराष्ट्र, पिन - ४१३,४०२

फोन - ०८२२५५०२२५०२५, ०२५३०५०२२५३

दनाखात्याची वेळ - सकाळी १०:०० ते १:०० पर्यंत सायंकाळी ५:०० ते ९:०० पर्यंत

Date - 31 Aug 2014

TO WHOME IT MAY CONCERN

This is to certify that **Dr. Akash Gajanan Prabhune** has worked with **Shree Sai Swaroop Dental Clinic** as **Dental Officer** from **8<sup>th</sup> Aug 2013 to 20<sup>th</sup> July 2014**.

He has demonstrated efficiency in management and treatment of OPD and appointment patients. He can work independently as dental professional for routine dental procedures.

During his duration of employment we have found him sincere, hardworking and proficient in skills and knowledge.

We wish him a bright future ahead.

For Shree Sai Swaroop Dental Clinic

*Aniket Pawar*

Dr. Aniket Pawar

MDS Prosthodontics,

Assistant Professor, Department of Prosthodontics,

Bharati Vidyapeeth University Dental College and Hospital Sangli

For Institute of Health Management Research, Bangalore

*Usha Mary's Sethi*

Director

ATA 11





TO WHOMSOEVER IT MAY CONCERN

January 18, 2018

Sub: Work Experience Certificate

This is to certify that **Dr. Akash Gajanan Prabhune** worked with our company, IKP Centre for Technologies in Public Health, and that his employment details are as follows:

Most recent designation	Research Associate
Joining date	02.05.2016
Last date	18.01.2018

During this period, we found his conduct highly satisfactory. He worked well with his colleagues and his general conduct was good.

We wish him all the very best in her future endeavors.

Yours sincerely,

Ms. Aparna Manoharan  
Principal- Health Systems  
IKP Centre for Technologies in Public Health

For Institute of Health Management Research, Bangalore

  
Director



**icmr | NCDIR**  
INDIAN COUNCIL OF  
MEDICAL RESEARCH | NATIONAL CENTRE FOR DISEASE  
INFORMATICS AND RESEARCH

Department of Health Research, Ministry of Health and  
Family Welfare, Government of India

ICMR - National Centre for Disease Informatics and Research

Nirmal Bhawan-ICMR Complex, Poojanahalli, KIAL Road,  
Kannamangala Post, Bengaluru - 562 110, Karnataka (India)

No. NCDIR/ICMR/PBSR/2017/533

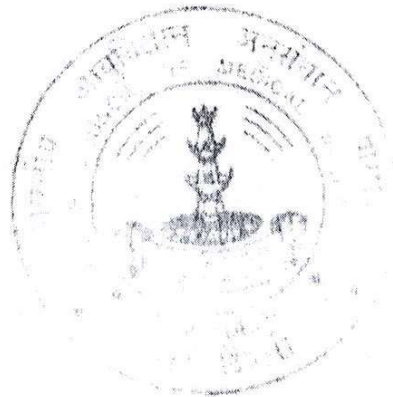
20-12-2019

**EXPERIENCE CERTIFICATE**

This is to certify that, Dr. Akash Gajanan Prabhune was employed as Project Scientist-C (Medical) w.e.f. 22-1-2018 to 20-12-2019 under the project on 'Development of Population Based Stroke Registry in different regions of India' at National Center for Disease Informatics and Research (ICMR), Bengaluru on purely temporary basis on a consolidated salary.

*[Signature]*  
Administrative Officer  
For Director

NATIONAL CENTRE FOR DISEASE  
INFORMATICS AND RESEARCH  
Indian Council of Medical Research  
Nirmal Bhawan-ICMR Complex, Poojanahalli  
Off N.H.-7, Bangalore-562 110



For Institute of Health Management Research, Bangalore

*[Signature]*  
Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail: iihmr@iihmr.edu.in  
URL : http://www.iihmr.edu.in

Ref: IIHMR/BLR/TS/NS/HR/2021/  
Date: October 1, 2021

Dr. Akash Gajanan Prabhune  
S-1, Datta Sahaniwas watwe galli,  
Near Khare Mandir,  
Brahampuri, Miraj, Maharashtra- 416410

**Sub: Appointment Letter for the position of 'Assistant Professor' on probation for one year at IIHMR, Bangalore South Campus**

Dear Dr. Prabhune,

We are pleased to appoint you as an Assistant Professor on probation for one year at Institute of Health Management Research (IIHMR), site no.319, Thimma Reddy layout, Hulimangala Post, Electronic City phase 1, Bangalore with a basic salary of **Rs. 38000** (Thirty-Eight Thousand only) and **CTC of Rs. 84310** (Eighty-Four Thousand Three Hundred and Ten) per month, in the scale of 26000-3000-41000-6000-71000, in Grade -A4, w.e.f your date of joining, which is not later than **1<sup>st</sup> October 2021**.

1. You will be entitled to the following in addition to your basic salary.
  - a) HRA is equivalent to 45% of your basic salary per month.
  - b) Medical reimbursement equivalent to 5% of your basic salary per month.
  - c) Books & Periodicals allowances of Rs. 2000 per month.
  - d) Transport Allowance of Rs. 4500 per month.
  - e) Grade Pay allowance of Rs. 10000 per month.
  - f) Academic Allowance of Rs. 8000 per month.
  - g) Driver Allowance of Rs. 2000 per month.
  - h) You will be eligible for Leave Travel Assistance to a maximum of 5% of the basic salary drawn in the last financial year, once in two years. Such eligibility will start only after completion of one year service in the Institute.
  - i) Group medical insurance for self, spouse and up to two children and personal accident insurance for self which will be covered normally after 30 days from the date of joining.
  - j) You shall have to join the Contributory Provident Fund as per Bhoruka Provident Fund Trust rules.
2. While on official tour, you shall be paid T.A. /D.A. as admissible to your **Grade A-4**.
3. You will be eligible for reimbursement of running expenses involved in use of your vehicle for the official work of the Institute as per policy.

contd...2

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Director

*AP*

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail: iihmr@iihmr.edu.in  
URL : http://www.iihmr.edu.in

-: 02 :-

4. Your services are transferable at the sole discretion of the management to any of the sister/associate organization on their terms and conditions, while protecting your emoluments. You are drawing at IIHMR Bangalore at the time of your transfer.
5. You will not undertake any academic course or pursue other study during your employment with the Institute, without written permission of the Director.
6. While being in the service of the Institute You will not allow taking an employment even on part time or casual basis of whatever nature anywhere else, without written permission of the Director.
7. You will not divulge any information or knowledge gained by you in the services of the Institute, which may prove detrimental to the interest of our Institute.
8. In the event of your leaving the services of the Institute or the Institute intending to dispense with your services, it will be required to serve one-month notice to each other or basic pay in lieu thereof.
9. You are entitled for payment of gratuity as per Gratuity Act 1972.
10. Your Appointment as Assistant Professor is subject to the condition that your probation period may be extended and the Institute reserves the right to discontinue your services, during or at the end of the probation without giving any notice.

In all other matters not mentioned in this appointment letter, you will be governed by the rules and regulations of the Institute from time to time in force. You are requested to send your confirmation about your joining to us. However, you may join the Institute as early as possible, but not later than **October 1, 2021**.


We welcome you to the Institute and look forward to your contribution in building an environment of professional excellence at IIHMR Bangalore.

At the time of joining, you will be required to produce the following:

- a. Attested copies of certificates of qualification and experience.
- b. Six recent passport size photographs.
- c. Two reference letters from reputed persons or previous employer.
- d. Relieving letter and salary slip from your previous organization.
- e. Photocopy of PAN Card & Identity proof.

With best wishes,

For Indian Institute of Health Management Research,

  
S D Gupta,  
TRUSTEE SECRETARY

1. NAME: Dr. Akash Prabhune (Please write your name)
2. I accept this appointment letter with the terms and conditions mentioned therein.

DATE: 01-10-2021

SIGNATURE: Alshe Manginath  
For Institute of Health Management Research, Bangalore

  
Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail: iihmr@iihmr.edu.in  
URL : <http://www.iihmr.edu.in>

**CTC Break Up of Dr. Akash Gajanan Prabhune as Assistant Professor in Grade A-4**

**Scale – 26000-3000-41000-6000-71000**

Sl. No	Particulars	Amount
1	Basic Pay	38000
2	PF 12% of Basic Payable	4560
3	HRA 45% of Basic payable	17100
4	Medical Allowance 5% of Basic Payable	1900
5	LTA 5% of Basic Payable	1900
6	Books & Periodicals Allowance	1500
7	Transport Allowance	4500
8	Driver Allowance	2000
9	Grade Pay Allowance	8000
10	Academic Allowance	4000
11	Mediclaim	850
	<b>Total CTC</b>	<b>84310</b>

**Other Benefits**

Note : In Addition to above , one month consultancy is allowed on sharing basis , 24 Days Earned Leave (cashable as per policy), Joining Leave, Joining Expenses ( as per policy), 10 Days CL, 3 RH in a year and 8 closed holidays, allowed to participate in National and International conferences and annual increment as per policy of IIHMR.

\*Gratuity as per Gratuity ACT

AP

RJA

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director

# Ashwini Dental Clinic

Dr. Sumithra B.D.S.  
Registration # 9216-A

# 299 1st Floor, Opp. BMTC Stop  
Magadi Road, Kamakshi Palaya  
Bangalore - 560 079  
Ph. 080-57621069  
Mobile 9845343956

## To Whom It May Concern:

This is to certify that Dr Rajeshwari.B.S. was working under my supervision from March 2002 to September 2003 as a dental surgeon. Her responsibilities included attending to routine cases, follow up, and even handling Prosthodontic cases.

She had good knowledge and expertise and was able to handle cases independently and efficiently.

Her conduct and behavior during this period was observed to be good. I wish her success in all her endeavors.

Dr. N.S. Sumithra B.D.S.  
ASHWINI DENTAL CARE  
# 299, 1st Floor, Opp. BMTC Stop  
Magadi Main Road, Kamakshipalya  
Bangalore - 560079, Ph.: 57621069

30/9/2003

Date: 30-09-2003

Place: Bangalore

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director



# Sri Venkateshwara Dental College & Hospital

(Recognised by Dental Council of India and affiliated to RGUHS)  
A unit of Nehru Smaraka Vidya Kendra Trust, Bangalore

KARIYAPPANAHALLI, ANEKAL ROAD, BANNERGHATTA, BANGALORE - 560 083  
Phone: 7828841, 7828842 Fax: 7828842

Ref.No: SVDCH/ 294 /2007-08

01.01.2008

## EXPERIENCE CERTIFICATE

This is to certify that Dr. Rajeshwari B.S was working in our Institution as Lecturer in the Department of Prosthodontics from 08.10.03 to 25.07.2006.

During this period her character and conduct were found satisfactory.

*Chandralatha S*  
PRINCIPAL  
PRINCIPAL  
Sri Venkateshwara Dental College  
& Hospital  
Kariyappannahalli, Anekal Road  
Bannerghatta, Bangalore - 560 083

For Institute of Health Management Research, Bangalore

*Usha Manjirath*  
Director

# Ashwini Dental Clinic

Dr. Sumithra B.D.S  
Registration # 9216-A

# 299 1st Floor, Opp. BMTC Stop  
Magadi Road, Karnakshi Palya  
Bangalore - 560 079  
Ph : 080-57621069  
Mobile : 9845343956

## To Whom It May Concern:

This is to certify that Dr Rajeshwari.B.S was working under my supervision from September 2006 to March 2008 as a dental surgeon. Her responsibilities included attending to routine cases, follow up, and even handling Prosthodontal and Periodontal cases.

She had good knowledge and expertise and was able to handle cases independently and efficiently.

Her conduct and behavior during this period was observed to be good. I wish her success in all her endeavors.

Date: 31-03-2008  
Place: Bangalore

Dr. K.B. Sumithra B.D.S.  
ASHWINI DENTAL CARE  
# 299, 1st Floor, Opp. BMTC Stop  
Magadi Main Road, Karnakshipalya  
Bangalore - 560 079, Ph.: 57621069

*[Handwritten Signature]*  
30/3/2008

For Institute of Health Management Research, Bangalore

*[Handwritten Signature]*  
Director



REF: IHMR/HR/2012/002  
1<sup>st</sup> March 2012

**INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

# 319, Hulimangala,  
Near Thimmareddy Layout,  
Electronics City, Hulimangala Post,  
Bangalore - 560 105.  
Ph : 080-30533800/809/28522022  
Fax : 080-30533804 / 28521504  
Email : info.bangalore@ihmr.org  
Web : www.bangalore.ihmr.org / www.ihmr.org

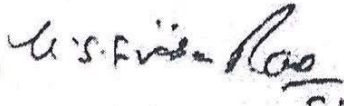
**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that Dr.B.S.Rajeshwari has worked at the Institute of Health Management Research (IHMR), Bangalore as "Research Officer" from 2<sup>nd</sup> September 2011. She was on a Project based assignment for a period of 6 months only and as per the terms of the Appointment Order her assignment has come to a close today the 1<sup>st</sup> March 2012.

She has been relieved accordingly from her duties after office hours of 1<sup>st</sup> March 2012.

We wish her success in her future endeavours.

For **Institute of Health Management Research**



**Dr. K.S.SRINIVASA RAO**  
M.Sc.; M.Phil.; Ph.D. (Statistics)  
Director  
Contact: 9591910999(M)

For Institute of Health Management Research, Bangalore



Director

# Karuna trust

(Affiliated to Vivekananda Girijana Kalyana Kendra)

Bangalore Branch : # 686, 16th Main, 39th Cross, 4th 'T' Block, Jayanagar, Bangalore-560 041  
Phone / Fax : 080 - 22447612 e-mail : karuna.trust@vsnl.net www.karunatrust.com

31<sup>st</sup> December 2015

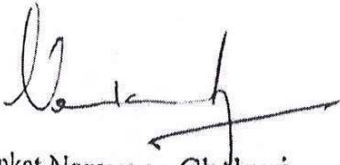
## Experience Letter

To Whomsoever It May Concern

This is to certify that Dr. Rajeshwari B S was working with Karuna Trust as Program coordinator from 1<sup>st</sup> January 2015 to 31<sup>st</sup> December 2015.

She was responsible for technical outcome and overall management of all the projects as well as Primary Health Centers at our organization. She has successfully completed the ISO certification of 12 Primary Health Centers managed by the Trust under Public Private Partnership with Government of Karnataka. She was found to be efficient in managing the projects and timely delivery of targets.

Her skills in writing proposals, data analysis and report writing are well appreciated. She was found to be highly motivated; a strong team player and an effective leader. She has good understanding of public health and concepts of health management. We are confident that she will be an asset to the organization. We wish her success in her future endeavors.



Venkat Narayana Chékuri

(Joint Secretary)

For Institute of Health Management Research, Bangalore



Director



# STATE INSTITUTE OF HEALTH AND FAMILY WELFARE

Magadi Road, Bangalore - 560 023.

Tele Fax : 080 2320 6125/6 E-mail : directorsihfw.bg@gmail.com



Dr. A.R. Aruna,  
DOMS, M S (Ophtho),  
Director

## TO WHOMSO EVER IT MAY CONCERN

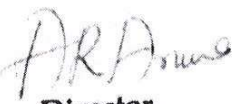
This is to certify that Dr. Rajeshwari .B.S. was working at State Institute of Health and Family Welfare, Magadi Road, Bengaluru 560023 from 1<sup>st</sup> January 2016 to 28<sup>th</sup> February 2017 as CTI Consultant Management. Her duties and responsibilities included

- Program Implementation Plan (PIP) preparation and implementation.
- Monitor Physical and Financial targets achievement at training centres.
- Monitoring and evaluation of training programs at the District Training Centres and Health & Family Welfare Training Centres in all the districts.
- Monitoring and evaluation of trained personnel at the service delivery points.
- Monitor and support Training Management Information System (TMIS) implementation in the state.

She was relieved from her duties as CTI Consultant Management on 28<sup>th</sup> of February 2017. During her tenure, we found her to be efficient and her services were satisfactory.

We wish her success in her future endeavours.

Date : 06/03/2017  
Place : Bengaluru

  
Director,  
State Institute of Health and  
Family Welfare, Bengaluru.

For Institute of Health Management Research, Bangalore

  
Director

7/10



**State Institute of Health and Family Welfare**  
Magadi Road, Bengaluru- 23



Telephone : 080-2320 6125/126  
e-mail : [director-sihfw@karnataka.gov.in](mailto:director-sihfw@karnataka.gov.in)

Date : 8/11/2019

**TO WHOM SO EVER IT MAY CONCERN**

This is to certify that Dr. Rajeshwari B.S, was associated in our Institute as a Faculty for CTI, Management Consultant from 02-02-2016 to 28-02-2017 and State Co-ordinator for DNB Course from 01-03-2017 to 31-08-2019.

Hence This certificate is issued for the purpose of experience of having worked by discharging her duties and responsibilities satisfactorily and is been relieved on 31-08-2019 from the services of this Institution.

*Director*  
Director,  
State Institute of Health and  
Family Welfare, Bengaluru

For Institute of Health Management Research, Bangalore

*Alsha Manjunath*  
Director

*Director*

Ref No: IHMRB/DIR/HR/2022/AL/01  
Date: 05/04/2022

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Near Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : iihmr@iihmr.edu.in  
URL: http://www.iihmr.edu.in

Dr. Rajeshwari B S  
No 112, 5th Cross, Swathi Road,  
Vallabhanagar, Doddakallasandra Post,  
Bangalore 560062

SUB: Appointment Letter for the position of 'Assistant Professor' on probation for one year at IIHMR,  
Bangalore South Campus

Dear Dr. Rajeshwari,

We are pleased to appoint you as an Assistant Professor on probation for one year at Institute of Health Management Research (IIHMR), Site No.319, Thimma Reddy Layout, Hulimangala Post, Electronic City Phase 1, Bangalore, with a basic salary of Rs. 42400 (Forty-Two Thousand Four Hundred only) and CTC of Rs. 98158/- (Ninety-Eight Thousand One Hundred and Fifty-Eight) per month, in the pay scale of 37400-5000-62400-10000-112400 in Grade -A3, w.e.f your date of joining, which is not later than 1<sup>st</sup> April 2022.

1. You will be entitled to the following in addition to your basic salary.
  - a) HRA is equivalent to 45% of your basic salary per month.
  - b) Medical reimbursement equivalent to 5% of your basic salary per month.
  - c) Books & Periodicals allowances of Rs. 2000 per month.
  - d) Transport Allowance of Rs. 4500 per month.
  - e) Grade Pay allowance of Rs. 10000 per month.
  - f) Academic Allowance of Rs. 8000 per month.
  - g) Driver Allowance of Rs. 2000 per month.
  - h) You will be eligible for Leave Travel Assistance to a maximum of 5% of the basic salary drawn in the last financial year, once in two years. Such eligibility will start only after completion of one year service in the Institute.
  - i) Group medical insurance for self, spouse and up to two children and personal accident insurance for self which will be covered normally after 30 days from the date of joining.
  - j) You shall have to join the Contributory Provident Fund as per Bhoruka Provident Fund Trust rules.
2. While on official tour, you shall be paid T.A. /D.A. as admissible to your **Grade A-3**.
3. You will be eligible for reimbursement of running expenses involved in use of your vehicle for the official work of the Institute as per policy.

For Institute of Health Management Research, Bangalore

*Shama Manjunath*  
Director

contd...2

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Near Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : [iihmr@iihmr.edu.in](mailto:iihmr@iihmr.edu.in)  
URL: <http://www.iihmr.edu.in>

-: 02 :-

4. Your services are transferable at the sole discretion of the management to any of the sister/associate organization on their terms and conditions, while protecting your emoluments. You are drawing at IIHMR Bangalore at the time of your transfer.
5. You will not undertake any academic course or pursue other study during your employment with the Institute, without written permission of the Director.
6. While being in the service of the Institute, you will not allow taking an employment even on part time or casual basis of whatever nature anywhere else, without written permission of the Director.
7. You will not divulge any information or knowledge gained by you in the services of the Institute, which may prove detrimental to the interest of our Institute.
8. In the event of your leaving the services of the Institute or the Institute intending to dispense with your services, it will be required to serve one-month notice to each other or basic pay in lieu thereof.
9. You are entitled for payment of gratuity as per Gratuity Act 1972.
10. Your Appointment as Assistant Professor is subject to the condition that your probation period may be extended and the Institute reserves the right to discontinue your services, during or at the end of the probation without giving any notice.

In all other matters not mentioned in this appointment letter, you will be governed by the rules and regulations of the Institute from time to time in force. You are requested to send your confirmation about your joining to us. However, you may join the Institute as early as possible, but not later than **April 1, 2022**.

We welcome you to the Institute and look forward to your contribution in building an environment of professional excellence at IIHMR Bangalore.

At the time of joining, you will be required to produce the following:

- a. Attested copies of certificates of qualification and experience.
- b. Six recent passport size photographs.
- c. Two reference letters from reputed persons or previous employer.
- d. Relieving letter and salary slip from your previous organization.
- e. Photocopy of PAN Card & Identity proof.

With best wishes,  
For Indian Institute of Health Management Research,



DR. S D GUPTA  
TRUSTEE SECRETARY

For Institute of Health Management Research, Bangalore

  
Director

1. NAME : Dr. Rajeshwari B. S. (Please write your name)
2. I accept this appointment letter with the terms and conditions mentioned therein.

DATE: 19/5/2022

SIGNATURE: 

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Near Sanganer Airport, Jaipur-302029, INDIA  
Ph.: +91-141-3924700, 2791431-32  
Fax : +91-141-3924738  
E-mail : iihmr@iihmr.edu.in  
URL: <http://www.iihmr.edu.in>

CTC of Dr. Rajeshwari B S as Assistant Professor in Grade A-3 Scale - 37400-5000-62400-10000-112400		
Sl. No	Particulars	Amount
1	Basic Pay	42400
2	PF 12% of Basic Pay	5088
3	HRA 45% of Basic pay	19080
4	Medical 5% of Basic Pay	2120
5	LTA 5% of Basic Pay	2120
6	Books & Periodicals Allowance	2000
7	Transport Allowance	4500
8	Driver Allowance	2000
9	Grade Pay Allowance	10000
10	Academic Allowance	8000
11	Mediclain	850
	<b>Total CTC</b>	<b>98158</b>
<b>Note :</b> In Addition to above , one month consultancy is allowed on sharing basis, 24 days Earned Leave (cashable as per policy), Joining Leave, Joining Expenses (as per policy), 10 CL, 8 closed holidays, 3 RH in a year, Allowed to participate in National and International conference and Annual increment as per policy of IIHMR		
<b>*Gratuity as per Gratuity ACT</b>		

For Institute of Health Management Research, Bangalore

*Usha Manjivater*  
Director



**Chettinad**  
Hospital & Research Institute

SERVICE CERTIFICATE

To

**Dr. Amita Mukhopadhyay**  
Assistant Professor  
Dept. of Community Medicine  
Emp.No:1018  
Chettinad Hospital and Research Institute  
Kanchipuram Dist – 603 103.

28.08.09

CHRI/SC/2009-10/026

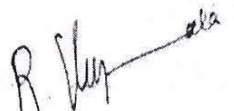
**Sub: Dr. Amita Mukhopadhyay – Assistant Professor - Department of  
Community Medicine - Service Certificate Issued – Reg.**

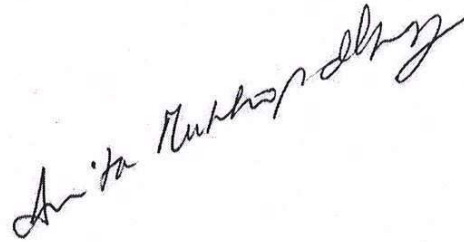
This is to certify that Dr. Amita Mukhopadhyay, was working at Chettinad Hospital and Research Institute as Assistant Professor, Department of Community Medicine from 03.01.08 to 28.08.09.

During this Period her conduct and character were GOOD.

We wish her all success in Future.

for Chettinad Hospital and Research Institute

  
DEAN I/C



For Institute of Health Management Research, Bangalore

  
Director



Govt. of Karnataka  
**Bangalore Medical College & Research Institute**  
[An Autonomous Institute of Govt. of Karnataka]  
Fort, K.R. Road, Bangalore - 560 002

Telephone: 26700810 Tele fax 26704342 email: director\_bmcric@yahoo.co.in



No.BMCRI /EST(1)/ 72/2009-10

Office of the Director cum Dean,  
Bangalore, Dated: 12-12-2014.

**SERVICE CERTIFICATE**

This is to certify that **Dr. AMITA MUKHOPADHYAY**, Retired Assistant Professor of **COMMUNITY MEDICINE**, Bangalore Medical College & Research Institute, Bangalore has served in the following capacities in this institute.

Sl. No.	Designation	Period
1	Appointed as Assistant Professor	26.10.2009 to 22.09.2013
2	Relieved from Service by Resignation	23.09.2013

12/12/14  
**Director cum Dean,**  
Bangalore Medical College &  
Research Institute, Bangalore

To,  
**Dr. AMITA MUKHOPADHYAY,**  
**COMMUNITY MEDICINE**  
Assistant Professor,  
Bangalore Medical College  
& Research Institute, Bangalore.

*Am* for *Mukhopadhyay*

For Institute of Health Management Research, Bangalore

*Usha Manginath*  
Director



# AKASH INSTITUTE OF MEDICAL SCIENCES AND RESEARCH CENTRE

Prasannahalli Road, Devanahalli, Near Kempegowda International Airport, Bengaluru - 562 110  
Ph.: +91-080-2768 1555 / 56 Telefax : +91-080-27681557 e mail : info.aimsrc@gmail.com

Ref. No: Off/Prin/116/2019-20

Date: 31.05.2019

## Service Certificate & Relieving Order

This is to certify that Dr. Amita Mukhopadhyay, Associate Professor, Department of Community Medicine, has been relieved from this organisation on 31.05.2019. The service particulars are as follows.

Name & Post Held	Department	From	To
Dr. Amita Mukhopadhyay Assistant Professor	Community Medicine	27.09.2017	14.04.2018
Associate Professor		15.04.2018	31.05.2019

During the tenure of service her character, conduct & professional efficiency were found to be satisfactory.

Wish you all the best.

*Amita Mukhopadhyay*

*Manj Prakash*  
**PRINCIPAL**  
Dr. Manj Prakash  
Principal  
Akash Institute of Medical Sciences  
& Research Centre  
Devanahalli, Bengaluru Road - 562110

For Institute of Health Management Research, Bangalore

*Disha Manjunath*  
Director



**CDSIMER**  
Dr. Chandramma Dayananda Sagar  
Institute of Medical Education and Research  
(Unit of Dayananda Sagar University)

DSU: HR: EC-053: 2022

16<sup>th</sup> August 2022

**EXPERIENCE CERTIFICATE CUM RELIEVING ORDER**

This is to certify that **Dr. Amita Mukhopadhyay**, worked as **Associate Professor** in the Department of **Community Medicine** at **Dr. Chandramma Dayananda Sagar Institute of Medical Education & Research (CDSIMER)**, Harohalli, Karnataka from **30.09.2020 to 16.08.2022**.

During the above period, her conduct and character were good. We wish all the best in her future endeavors.

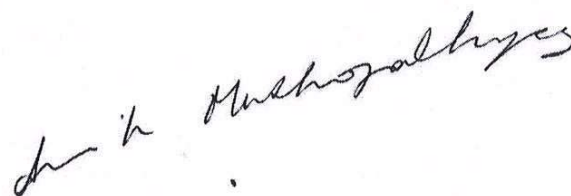
  
**PRINCIPAL & DEAN**

**Dr. A.C. ASHOK** MBBS, MS, DNB, DA  
Principal & Dean

Dr. Chandramma Dayananda Sagar  
Institute of Medical Education & Research, DSU  
Devarakaggalahalli, Kanakapura Road  
Ramanagara Dist. - 562112, Karnataka

Copy to,

Medical Director  
HOD / In-charge of concern dept.  
Accounts Section  
Office copy



For Institute of Health Management Research, Bangalore

  
Director

Address

Devarakaggalahalli, Kanakapura Road,  
Ramanagara Dt., Karnataka - 562 112

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E-mail

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Website

www.cdsimer.edu.in

Ref: IHMRB/DIR/HR/2023/04  
Date: March 13, 2023

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

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URL : <http://www.iihmr.edu.in>

Dr. Amita Mukhopadhyay  
408 Navami Varsha Apts,  
Uttarahalli Kengeri Mn Rd,  
Srinivasapura, Nr JSS Engg. College,  
Bangalore 560060

**Sub: Appointment Letter for the position of 'Professor' at IIHMR South on probation for one year**

Dear Dr. Mukhopadhyay,

**Greetings from IIHMR!**

We are pleased to appoint you as '**Professor**' on probation for one year at the Institute of Health Management Research (IHMR), 319, Thimma Reddy Layout, Hulimangala Post, Electronic City Phase 1, Bangalore, with a basic salary of **Rs. 84000** (Eighty- Four Thousand only) and **CTC of Rs. 183630** (One Lakh Eighty-Three Thousand Six Hundred and Thirty only) per month, on the pay scale of 60000-8000-100000-15000-175000 w.e.f. your date of joining, which is not later than **March 13<sup>th</sup>, 2023**.

1. You will be entitled to the following in addition to your basic salary.

- HRA is equivalent to 45% of your basic salary per month.
- Medical reimbursement is equivalent to 5% of your basic salary per month.
- Books & Periodicals Allowance of Rs. 6000/- per month.
- Transport Allowance of Rs. 4500/- per month.
- Driver and Helper Allowance of Rs. 2000/- per month
- Grade Pay allowance of Rs. 18000/- per month.
- Academic Allowance of Rs. 12000/- per month.
- You will be eligible for Leave Travel Assistance to a maximum of 5% of the basic salary drawn in the last financial year, once in two years. Such eligibility will start only after completion of one year service in the Institute.
- Group medical insurance for self, spouse and up to two children and personal accident insurance for self which will be covered normally after 30 days from the date of joining.
- You shall have to join the Contributory Provident Fund as per Bhoruka Provident Fund Trust rules.

2. While on an official tour, you shall be paid T.A. /D.A. as admissible to your **Grade A-1**.

3. You will be eligible for reimbursement of running expenses involved in use of your vehicle for the official work of the Institute as per policy.

For Institute of Health Management Research, Bangalore contd.../2..

*Misha Nayyar*

Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

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Fax : +91-141-3924738  
E-mail: iihmr@iihmr.edu.in  
URL : http://www.iihmr.edu.in

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4. Your services are transferable at the sole discretion of the management to any of the sister/associate organization on their terms and conditions, while protecting your emoluments. You are drawing at IIHMR Bangalore at the time of your transfer.
5. You will not undertake any academic course or pursue other studies during your employment with the Institute, without written permission of the Director.
6. While being in the service of the Institute You will not allow taking an employment even on part time or casual basis of whatever nature anywhere else, without written permission of the Director.
7. You will not divulge any information or knowledge gained by you in the services of the Institute, which may prove detrimental to the interest of our Institute.
8. In the event of your leaving the services of the Institute or the Institute intending to dispense with your services, it will be required to serve **one-month** notice to each other or basic pay in lieu thereof.
9. You are entitled for payment of gratuity as per the Gratuity Act 1972.
10. Your Appointment as **Professor** is subject to the condition that your probation period may be extended and the Institute reserves the right to discontinue your services, during or at the end of the probation without giving any notice.

In all other matters not mentioned in this appointment letter, you will be governed by the rules and regulations of the Institute from time to time in force. You are requested to send your confirmation about your joining to us. However, you may join the Institute as early as possible, but not later than **March 13<sup>th</sup>, 2023**.


We welcome you to the Institute and look forward to your contribution in building an environment of professional excellence at IIHMR Bangalore.

At the time of joining, you will be required to produce the following:

- a. Attested copies of certificates of qualification and experience.
- b. Six recent passport size photographs.
- c. Two reference letters from reputed persons or previous employer.
- d. Relieving letter and salary slip from your previous organization.
- e. Photocopy of PAN Card & Identity proof.

With best wishes,

**For Indian Institute of Health Management Research**

  
**DR. S. D GUPTA**  
**TRUSTEE SECRETARY**

**For Institute of Health Management Research, Bangalore**

  
**Director**

1. NAME: Dr. AMITA MUKHO PADHYAY (Please write your name)
2. I accept this appointment letter with the terms and conditions mentioned therein.

DATE: 13/3/23

SIGNATURE: 

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

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**Annexure- I**

<b>Salary Break Up of Dr. Amita Mukhopadhyay as Professor in Grade A-1</b> <b>Scale - 60000-8000-100000-15000-175000</b>		
<b>Sl. No</b>	<b>Particulars</b>	<b>Amount</b>
1	Basic Pay	84000
2	PF 12% of Basic Pay	10080
3	HRA 45% of Basic pay	37800
4	Medical 5% of Basic Pay	4200
5	LTA 5% of Basic Pay	4200
6	Books & Periodicals Allowance	6000
7	Transport Allowance	4500
8	Driver & Helper Allowance	2000
9	Grade Pay Allowance	18000
10	Academic Allowance	12000
11	Mediclaime	850
	<b>Total CTC</b>	<b>183630</b>
<b>Note:</b> In Addition to above, one month consultancy is allowed on sharing basis, 24 days Earned Leave (cashable as per policy), Joining Leave, Joining Expenses (as per policy), 10 CL, 8 closed holidays, 3 RH in a year, Allowed to participate in National and International conference and Annual increment as per policy of IIHMR		
<b>*Gratuity as per Gratuity ACT</b>		

Received  
(Dr. AMITA MUKHOPADHYAY)

For Institute of Health Management Research, Bangalore

*Shikha Manjivath*

Director