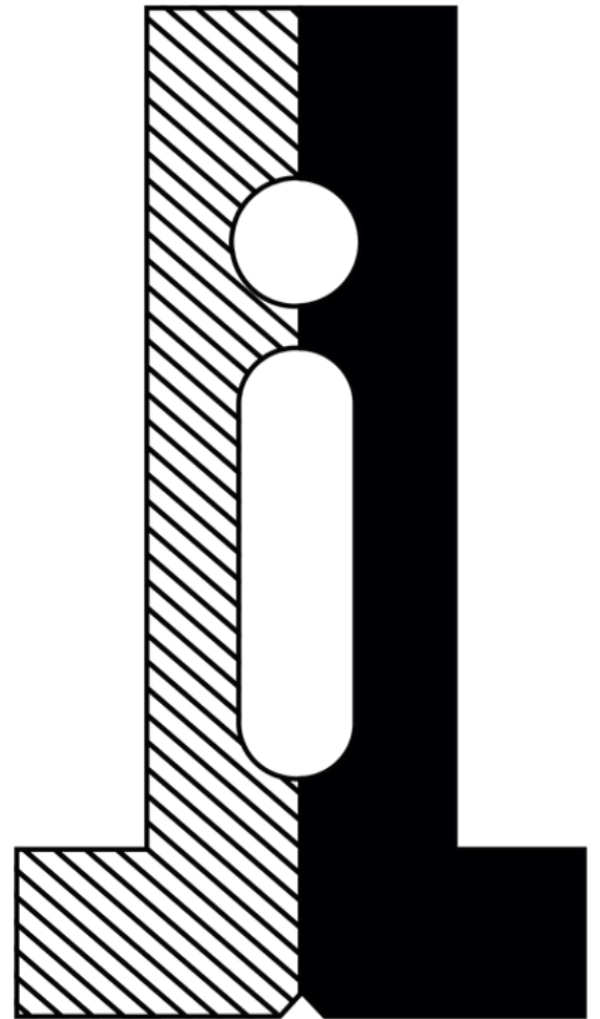




Institute of Health  
Management Research

# 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)



## 2.4.4

# Percentage of full-time teachers working in the institution throughout during the last five 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****2.4.4**

NAAC 2024/SSR/2/-2.4.4

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>	Percentage of full time teachers working in the institution throughout during the last five years
<b>Documents As per SoP</b>	1) List of all the teachers working in the institution is attached. <b>(Appendix-I)</b>  2) Appointment letters / Experience certificate from present institution are attached as a supporting documents. <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

# INSTITUTE OF HEALTH MANAGEMENT RESEARCH

# 319, Near Thimmareddy Layout

Hulimangala Post, Electronic City

Phase 1, Bangalore - 560 105

Ph: 080 - 61133800

Email: [Info@iihmrbangalore.edu.in](mailto:Info@iihmrbangalore.edu.in)

Website: [www.iihmrbangalore.edu.in](http://www.iihmrbangalore.edu.in)

Toll Free No. 1800-572-2728

GST No.: 29AAATI0517J1ZQ



Average Percentage of full Teacher Working through last 5 years from the Date of Assessment 2018-2019	33.33%
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For Institute of Health Management Research, Bangalore

*Asha Mangrath*

Director

# Appendix I

**List of Teachers**



## DECLARATION

**Percentage of Full-Time Teachers worked in the institution throughout during the Last five years from AY 2018-19**

Name of the Full-time teacher	Designation	Year of appointment	Nature of appointment (temporary/permanent)	Highest Qualification	Is the teacher still serving the institution/If not last year of the service of teacher in the Institution
Dr. Usha Manjunath	Professor & Director	12-08-2010	Permanent	M.Sc, M .Phil, Ph D	Yes
Dr. Sarala R	Assistant Professor	06-09-2011	Permanent	MA, M.Phil, PhD	Yes
Dr. Veena R	Assistant Professor	01-01-2014	Permanent	M.Sc, BDS	07-01-2019
Mr. Kanagaraj K	Assistant Professor	18-06-2015	Permanent	MBA, MS	05-08-2019
Dr. Anil Sood	Associate Professor	01-01-2018	Permanent	MBBS, MD, DNB	30-11-2018
Dr. Manjunatha R	Associate Professor	12-06-2017	Permanent	MBBS, MD, PhD	29-05-2021
Dr. Kumari Shweta	Assistant Professor	16-07-2018	Permanent	MBBS, MHA	23-04-2019
Dr. Mallikarjun Reddy	Assistant Professor	01-08-2018	Permanent	BHMS, MBA	15-04-2019
Dr. Gyan Chandra Kashyap	Assistant Professor	27-08-2018	Permanent	Ph.D , M.Phill , MSc. Statistics	Yes

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Director

# **Appendix II**

**Experience Letter and Appointment Orders**



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

Prof. M.M.S. Anand  
REGISTRAR

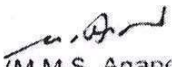
Ref. No.: PSRN/1707

Phone : (O) : (01596) 242192  
(R) : (01596) 242578  
Fax : (01596) 244183  
Email : rbmsanand@bits-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



Ref No : IHMR/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*  
Director

*Usha Manjunath*  
28/07/2010

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, JAIPUR - 302 011, I  
Tel. : 3924700 (30 Line), 2791431-34  
Fax : 91-141-2792138/3924738  
E-mail : 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  
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*

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](mailto: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, INDIA  
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
Medicclaim	950
<b>CTC</b>	<b>219050</b>
<b>OTHER PERQUISITE</b>	
TELEPHONE EXPENSES:-	
TELEPHONE AT RESIDENCE	1000
<b>TOTAL</b>	<b>1000</b>
<b>ADDITIONAL PERQUISITE</b>	
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
<b>CTC PM</b>	<b>220050</b>
<b>CTC PA</b>	<b>2640600</b>
* 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*

*[Signature]*

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Director

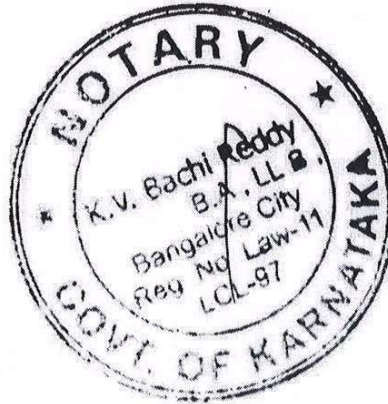
Ref: P.F.\S.R.\2007

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  
*[Signature]*  
K.V. BACHI REDDY  
ADVOCATE & NOTARY  
F-102, Sri Krishna Buildi  
BANGALORE.

For Institute of Health Management Research, Bangalore

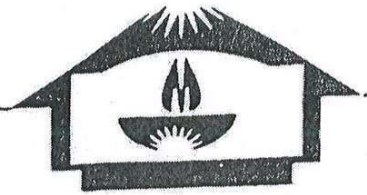
*Alsha Nayyath*  
Director

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

79, இரண்டாம்  
காந்தி



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DEEPAHALLI

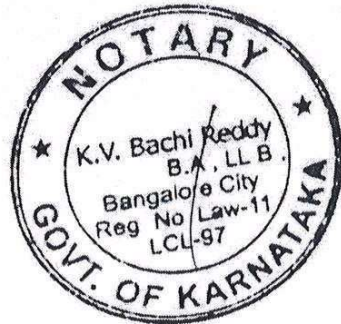
6 July 2009

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.

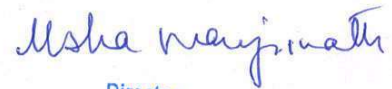


CERTIFIED TRUE COPY  
ATTESTED BY ME



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** 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

*Sheema Jayarath*  
Director

Corporate Office  
91/2, Dr. AN Krishna Rao Road  
V V Puram, Bangalore - 560 004  
P: +91 80 4343 1000

Jain Global Campus  
45<sup>th</sup> km, NH - 209, Jakkasandra Post  
Kanakapura Taluk, Ramanagara District - 562 112  
P: +91 80 2757 7250 - 258



**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

*Alsha Mangroath*  
Director

*R. Sarala*

N V H Krishnan  
Registrar

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

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

Name: Ms. R. Sarala  
Place: Bangalore

*W B*

**bramhanya**

**From:** "bramhanya" <bramhanya@iihmr.org>  
**To:** <nsadm@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

*Usha Maryin Rath*  
 Director

7/18/2011

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](mailto: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.

contd....2

For Institute of Health Management Research, Bangalore

*Usha Mayjath R. S.*

Director

-2:-

**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

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 dispense 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

62



Foundation  
For  
Research In Health Systems  
A Non Profit Service Organization

## CERTIFICATE

### TO WHOM IT MAY CONCERN

Ms. Sarala R. worked with the Foundation for Research in Health Systems (FRHS), from 8<sup>th</sup> March 2010 to 30<sup>th</sup> April 2010 as a field coordinator under the project "Endline Evaluation of DHAN's RCH intervention". In her capacity as field coordinator, she carried out the following activities:

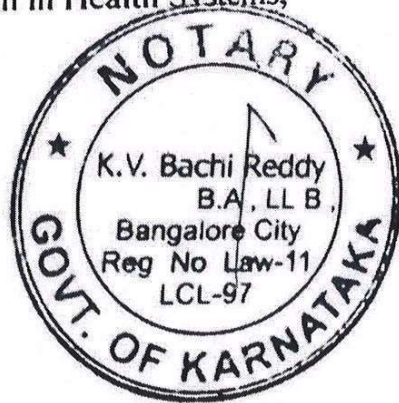
1. Translation of survey questionnaires from English to Tamil
2. Training investigators in using the survey questionnaires and in following the field procedures
3. Providing supervision in the field during the survey.

She also did date entry for one district. During her tenure in FRHS we found Sarala to be hard-working, with initiative and capacity to lead the team. We wish her the very best for her future.

Signature: Nirmala

Dr. Nirmala Murthy  
Chairperson,  
Foundation for Research in Health Systems,  
Bangalore

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



CERTIFIED TRUE COPY  
ATTESTED BY ME

K.V. Bachi Reddy  
ADVOCATE & NOTARY PUBLIC  
F-102, Sri Krishna Building, Avenue Road  
BANGALORE - 560 002

For Institute of Health Management Research, Bangalore

Alsha Manjiv Seth

Director

100045 India



# Trinity Hospital and Heart Foundation

(SUPER SPECIALITY HEART HOSPITAL)

Near R.V. Teacher's College Circle, Basavanagudi, Bangalore - 560 004

Phone: 080-4150 3434, 26563993 /94 Fax : 26563995

Email: info@trinityhospitalbangalore.com Website: www.trinityhospitalbangalore.com

Date: 16<sup>th</sup> January 2010

## EXPERIENCE CERTIFICATE

This is to certify that Dr Veena R has worked in our hospital as Administrative medical Officer from 20<sup>th</sup> October 2008 to 16<sup>th</sup> January 2010. She was looking after Operations like Front office, Billing, Human resources, Housekeeping, Laundry and linen, Maintenance, Medical records, Nursing section and Public relations. She is sincere and hard working. She maintained cordial relationship with her superiors and colleagues. She is an asset to any institution she decides to serve.

We wish her all success in her future endeavours.

T K KUMARESH BABU  
General Manager (Admin)

T.K. KUMARESH BABU  
General Manager (Admin)  
TRINITY HOSPITAL AND HEART FOUNDATION  
Near R.V. Teacher's College Circle,  
Basavanagudi, Bangalore - 560 004

For Institute of Health Management Research, Bangalore

*Alsha nayjirath*  
Director



IHMR/TS/DIR/PERS/NS//2013/  
Date: - December 24, 2013

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhū 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 Veena R**  
No. 9, Someshwara temple Street  
Yelahanka Newtown  
Bangalore 560065  
Karnataka, India

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

**Dear Dr Veena,**

We are pleased to appoint you as an **Assistant Professor** on probation for six 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. 15600/-** (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 but not later than **January 05, 2014.**

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.
  - b. Medical Allowance equivalent to 5% of your basic salary per month.
  - c. Driver Allowance of Rs. 2000 per month.
  - d. Transport Allowance of Rs. 4500 per month.
  - e. Books and Periodicals Allowance of Rs. 1500 per month.
  - f. Grade Pay Allowance of Rs. 6000 per month.
  - g. Academic Allowance of Rs. 4000 per month.
  - h. You will be eligible for Leave Travel Assistance 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. Institute will provide you group medical insurance for self, spouse & upto 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 Boruka Provident Fund Trust rules.
2. While on official tour, you shall be paid T.A. /D.A. as admissible to your grade A4
  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

*Shruti Manginath*

Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, JAIPUR - 302 011, IND  
Tel. : 3924700, 2791431-32  
Fax : 91-141-3924738  
E-mail : [iihmr@iihmr.org](mailto:iihmr@iihmr.org)  
URL : <http://www.iihmr.org>  
Gram : HEALTHINST

4. 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.
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 or assignment 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 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.
9. You are entitled for payment of gratuity as per Gratuity Act, 1972.
10. Your appointment as an **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 January 05, 2014.**

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,

**FOR INDIAN INSTITUTE OF HEALTH MANAGEMENT RESEARCH**

**M L MEHTA  
TRUSTEE SECRETARY**

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

DATE: 17.02.2014 SIGNATURE: Veena

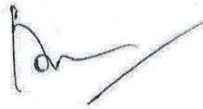
For Institute of Health Management Research, Bangalore

*disha mangrath*  
Director

**Salary Break up of Dr. Veena**

Components	Amount
Basic Salary	15600
PF	1872
HRA	7020
Medical Allowance	780
LTA	780
Books & Periodicals	1500
Transport Allowance	4500
Driver Allowance	2000
Grade Pay Allowance	6000
Mediclaim	750
Academic Allowance	4000
CTC	44802

- Gratuity as per the gratuity act, 1972.



For Institute of Health Management Research, Bangalore

*Desha Maryamath*  
Director



**KGI**  
Center for  
Excellence  
in Learning

Institute of Health Management Studies  
Hennur Bagalur Road,  
Kannur P.O.,  
Bangalore - 562 149

Phone: 080 888 53535  
E mail: info@kgi.edu.in  
Facebook www.facebook.com/KGI.Bangalore  
Website www.kgi.edu.in

11/06/2015

TO WHOM IT MAY CONCERN

It is my great pleasure to write this letter of recommendation for **Mr. Kanagaraj K.** I have had the pleasure of viewing his professional development over the past two years, and I can state with confidence that he is a motivated and responsible person with a high degree of integrity. As such, I expect that he will be a very positive addition to your institution.

I therefore offer my recommendation of **Mr. Kanagaraj K** without reservation. If you have any questions or require further information, please do not hesitate to contact me.

Sincerely,

Dr. D.N.Murthy  
PRINCIPAL

For Institute of Health Management Research, Bangalore

*Asha Hanjirath*  
Director

Mr. Kanagaraj.K  
Plot no 91, Venkateshawara Layout  
(Phase-1), Opp DSP Bungalow,  
Denkanikottai Rd Hosur,  
Krishnagiri,  
Tamil Nadu-635109

Sub: Appointment letter for the position of Assistant Professor on probation at IHMR Bangalore.

Dear Mr. Kanagaraj,

We are pleased to appoint you as an **Assistant Professor on probation for six 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 17400/- (Rupees Seventeen Thousand Four Hundred Only) per month, in the scale of 15600-900-20100-1200-26100-1650-34350-2100-44850 w.e.f your date of joining, which is not later **July 06, 2015**.

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.
  - b. Medical Allowance equivalent to 5% of your basic salary per month.
  - c. Driver Allowance of Rs. 2000 per month.
  - d. Transport Allowance of Rs. 4500 per month.
  - e. Books and Periodicals Allowance of Rs. 1500 per month.
  - f. Grade Pay Allowance of Rs. 6000 per month.
  - g. Academic Allowance of Rs. 4000 per month.
  - h. You will be eligible for Leave Travel Assistance 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. Institute will provide you group medical insurance for self, Spouse and children upto two 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 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.

**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

4. 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.
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 or assignment 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 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.
9. You are entitled for payment of gratuity as per Gratuity Act, 1972.
10. 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 July 06, 2015.

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 & Aadhar Card.

FOR INDIAN INSTITUTE OF HEALTH MANAGEMENT RESEARCH

With Best Wishes



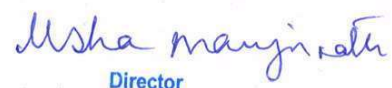
**DR. S.D. GUPTA  
CORPORATE DIRECTOR**

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

DATE: 18/6/2015

SIGNATURE: 

For Institute of Health Management Research, Bangalore

  
Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

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

Tel. : 3924700, 2791431-32

Fax : 91-141-3924738

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

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

Gram : HEALTHINST

Salary Break up of Mr. Kanagaraj.K.

COMPONENTS	AMOUNT
Basic Salary	17400
PF12% of Basic payable	2088
HRA45% of basic payable	7830
Medical Allowance 5% of basic payable	870
Leave Travel Assistance 5% of basic payable	870
Books & Periodicals	1500
Transport Allowance	4500
Driver Allowance	2000
Grade Pay Allowance	6000
Academic Allowance	4000
Mediclaim	750
CTC	47808

- Gratuity as per the gratuity act, 1972.

For Institute of Health Management Research, Bangalore

*disha manginath*  
Director

**DEPARTMENT OF COMMUNITY MEDICINE**  
**SRI GURU RAM DASS INSTITUTE OF MEDICAL SCIENCES &**  
**RESEARCH SRI AMRITSAR**

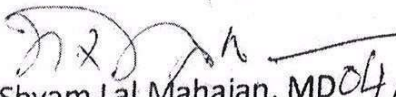
Dr. S. L. Mahajan	<i>Principal Investigator of AIDS Research,</i>
MBBS, MD, DH & HM	<i>Govt. of India, Ministry of Health &amp; Family Welfare</i>
MSHP (UK), MISHEP (USA),	<i>NACO (1995-98)</i>
FES (Lucknow)	<i>Regional Investigator of United Nations</i> <i>International Drug Control Programme,</i>
	<i>(RSA), North India (2000-01)</i>

**To whomsoever it may concern**

I know Dr. Anil Sood s/o late Sh. Janak Raj Sood for last 4 years as faculty member working as Assistant Professor in Department of Community Medicine, Sri Guru Ram Das Institute of Medical Sciences & Research of Sri Guru Ram Das University of Health Sciences, Amritsar. He is a sincere, disciplined and had meticulous approach to his duties.

I am very happy to write this letter of recommendation to Dr. Anil Sood, who is smart, dedicated, diligent and has a burning desire to learn. He was actively involved in undergraduate and postgraduate teachings. He is very enthusiastic is doing well in community & clinical research and has learnt the various research methodologies and statistical techniques. He is very skillful in writing scientific manuscripts and has authored research papers which are peer reviewed in journals of national repute. He is friendly, well-mannered and enjoys a cordial relationship with professors, co-fellows and paramedical staff. His team spirit and jovial nature made him popular among everybody.

I'm sure that he will be an asset to the institution he joins & I wish him all the best in his future endeavors.

  
Dr. Shyam Lal Mahajan, MD 04/03/2017  
Professor,  
Department of Community Medicine  
Sri Guru Ram Dass Institute of Medical  
& Research, Sri Amritsar  
Sri Guru Ram Dass University of higher medical sciences and research, Amritsar  
Punjab, India  
Mobile no: 09915589173, Email id: [drsimahajan@gmail.com](mailto:drsimahajan@gmail.com)

For Institute of Health Management Research, Bangalore

  
Director



Ref.: IIHMR/TS/PERS/NS/2017

Dated: March 01, 2017

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

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

Dr. Anil Sood

Apartment 702, Wing A, Hibiscus, Greenage Apartments by Sattva-Salarpuria  
Bommanahalli, Adjacent to Oxford Institute  
Hosur Road  
Bangalore-560039

**Sub: Offer Letter for the position of Assistant Professor at IIHMR, Bangalore on probation for 06-months.**

Dear Dr. Sood,

This is in reference to the interaction held on February 20, 2017, we are pleased to offer you the position of Assistant Professor at Institute of Health Management Research (IIHMR), Site No. 319, Thimma Reddy Layout, Huli Mangla Village, Electronic City, Phase -I, Near Shikari Palaya, Bangalore, on probation for 06-months, on a basic salary of Rs. 30,300/- (Rupees Thirty Thousand Three Hundred) per month, in the scale of 26000-2150-36750-3800-55750-6900-90250 and grade A-3 w.e.f your date of joining but not later than April 01, 2017.

This is a formal offer letter for the position of Assistant Professor. We would expect your confirmation thereon before March 06, 2017 and joining of duty on the aforesaid position not later than April 01, 2017.


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

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

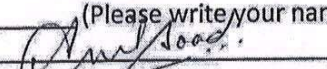
- Attested copies of certificates of qualification and experience
- Six passport size photographs
- Two reference letters from reputed persons
- Relieving letter and salary slip from your current organization, if any
- Photocopy of PAN Card and Aadhar Card for Identity proof

With best wishes,

**FOR INDIAN INSTITUTE OF HEALTH MANAGEMENT RESEARCH**

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

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

1. NAME: DR. ANIL SOOD (Please write your name)  
2. DATE: 12.4.17 SIGNATURE: 


For Institute of Health Management Research, Bangalore

  
Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
Sanganer Airport, JAIPUR - 302 029, INDIA  
Tel. : 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. Anil Sood	
Scale: 26000-2150-36750-3800-55750-6900-90250	
Grade: A-3	
Components	Amount
Basic Salary	30300
PF 12% of Basic payable	3636
HRA 45% of Basic payable	13635
Medical Allowance 5% of Basic payable	1515
LTA 5% of Basic payable	1515
Books & Periodicals Allowance	2000
Transport Allowance	4500
Helper Allowance	2000
Grade Pay Allowance	10000
Academic Allowance	6000
Mediclaime	850
Special Allowance	14000
<b>CTC</b>	<b>89951</b>
* Gratuity as per the Payment of Gratuity Act, 1972	



For Institute of Health Management Research, Bangalore

  
Director



## HIGHLAND HOSPITAL RESEARCH & DIAGNOSTIC CENTRE

Highlands, Kankanady, Mangalore - 575 002  
Tel : (0824) 2431025 / 2433953 / 2437374, Fax: (0824) 2432815

Ref:

Ref: HH/M.D/2005/11

3<sup>rd</sup> March, 2005

### TO WHOMSOEVER IT MAY CONCERN

*It gives me great pleasure to give testimonial to Dr. Manjunatha R. He worked as a Medical Officer at Highland Hospital Research & Diagnostic Centre, Mangalore from 1<sup>st</sup> January, 2004 to 1<sup>st</sup> March, 2005, where I am the Medical Director and Consultant Physician.*

*This is a 100 bedded multispeciality referral hospital imparting services of highest quality for the last decade, with 24 hrs Accident & Emergency services.*

*During his tenure, he has worked in outpatient department, I.C.U, I.C.C.U, Medical and Surgical wards. He did history documentation, examination, investigative work up, management planning and counselling of the patients. He independently performed procedures like, peripheral venous catheterisation, bladder catheterisation, nasogastric intubation, & peritoneal & pleural tap. He observed and under guidance did central venous catheterisation and defibrillation.*

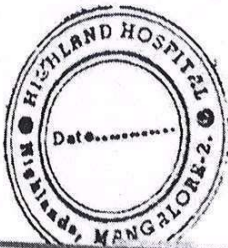
*Dr. Manjunatha R. had shown great interest in dealing with management of medically ill patient. He can manage most emergencies confidently and independently. He is sincere and diligent in his work with good aptitude for learning.*

*He has good basic knowledge of medicine. He is very considerate towards patients. He has quiet manners and excellent communication skills with nursing staffs, colleagues, consultant doctors, patients and their relatives. He has a cheerful & patient disposition even under stress of work.*

*I wish him all the best to his future endeavours*

**Dr. C.P. Abdul Rehman. M.D.**  
Medical Director.

**(Asst Professor Medicine)**  
**Yenepoya Institute of Medical**  
**Sciences and Research.**  
**Derlakatte, Mangalore.**



Director



**KARNATAKA HEALTH PROMOTION TRUST**

22 December 2010

*To Whom It May Concern*

*This is to certify that Dr. Manjunath R. has worked as Regional Manager- Medical Services at Karnataka Health Promotion Trust (Sankalp- Focused HIV Prevention Programme among HRC's, as part of AVAHAN - BMGF's India Aids Initiative & SAMASTHA-HIV care & Support, Rural Targeted intervention among FSWs ) from 01.02.08 to 31.10.10. During this period he was in-charge of planning, Training, organizing & monitoring medical services through implementing NGO partners of Dharwad Zone (Hubli, Dharwad, Haveri, Uttara Kannada , Gadag and Raichur Districts).*

*Dr. Manjunath R was involved in managing services related to STI, Opportunistic Infections, Syphilis Screening & Treatment, TB Screening & Referral, Trainings, Meetings & has contributed to the programme immensely, Dr Manjunath has also undergone various Capacity Building Trainings like STI/HIV Prevention & Treatment - Level I, HIV Basic Care - Level II, at KHPT & St. John's Medical College, IMAI modular training by WHO/St. John's. Training on STI/COGS & Basic HIV care by FHI.*

*Dr. Manjunath R is sincere and dedicated. His work has been uniformly excellent, and he has related well to colleagues as well to community members & NGO's.*

*I wish Dr. Manjunath all success in his future endeavors.*

*Yours sincerely,*

*Dr. Prakash KH  
Director Medical Services  
Karnataka Health Promotion Trust  
Bangalore.*

For Institute of Health Management Research, Bangalore

Director



**World Health  
Organization**

COUNTRY OFFICE FOR  
**India**

**NATIONAL POLIO SURVEILLANCE PROJECT**

R.K. KHANNA TENNIS STADIUM, APPCA AVENUE, SAFDARJUNG ENCLAVE, NEW DELHI 110029, INDIA. WEB SITE: [WWW.NPSUINDIA.ORG](http://WWW.NPSUINDIA.ORG)  
TEL: 91-11-26169727 FAX: 91-11-26191865, 26191879, 26169726

04 June 2013

Ref No.: 200986 / UP SMO 0219 / 16 / 05 / 13

**TO WHOM IT MAY CONCERN**

This is to certify that Dr Manjunatha Ramu worked as Surveillance Medical Officer in WCO-India (National Polio Surveillance Project) from 16 March 2011 till 12 June 2013 at Hardoi, Uttar Pradesh.

During his tenure, he was looking after the surveillance and immunization activities of the districts. His work included surveillance of acute flaccid paralysis, supplementary and routine immunization activities and coordination with the government. He was also responsible for the administrative and financial management of his unit office.

I wish him success in all his future endeavours.



*Virginia Swezy*  
Deputy Project Manager – Operations

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Director

MU/HR/DPH/2013  
December 20, 2013

**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that, **Dr. Manjunatha Ramu** (MAHE0011848) has worked as Senior Grade Lecturer at the Department of Public Health, KMC, Manipal from June 17, 2013 to December 18, 2013.

During the above period, he was found to be sincere and hard working.

We wish him every success in his future endeavour.



**Dr. G. K. Prabhu**  
Registrar



For Institute of Health Management Research, Bangalore

*Desha Manjunatha*  
Director

**MANIPAL**  
UNIVERSITY



**Dr. Sila Deb**  
Deputy Commissioner(CH)  
Telefax 23061218  
E-mail sila deb@nic.in




भारत सरकार  
स्वास्थ्य एवं परिवार कल्याण मंत्रालय  
निर्माण भवन, नई दिल्ली - 110108  
Government of India  
Ministry of Health & Family Welfare  
Nirman Bhavan, New Delhi - 110108

Date: 13.04.2016

## To whom it may Concern

This is to certify that Dr Manjunatha R has worked under me as a Consultant member of IDCF (Intensified Diarrhoea Control Fortnight) Secretariat, Child Health Division of MoHFW from 10 July 2014 to 14<sup>th</sup> August 2014. During his tenure he demonstrated high level of technical skills and he was proactive in coordinating the campaign. He maintained constant communication and coordination with the concerned staff of the Secretariat and with the concerned officers of the assigned State Governments and Union Territories. He is found to be highly dependable, hardworking and sincere in delivering his duties and responsibilities.

I wish Dr Manjunatha R a very bright future.

  
13.04.16  
(Dr. Sila Deb)

Dr. SILA DEB  
Deputy Commissioner  
Ministry of Health & F.W.  
Govt. of India, New Delhi

For Institute of Health Management Research, Bangalore

  
Director

Experience Certificate

This is to certify that Dr. R. Manjunatha has worked with the Micronutrient Initiative in the capacity of State Program Coordinator, Uttar Pradesh during the period from January 2, 2014 till February 20, 2015.

During this period Manjunatha was responsible for providing technical and operational support for scale up of the Zinc programme in Uttar Pradesh. Manjunatha has been very proactive in engaging with the Government officials and partners for restoring supplies in the state of Uttar Pradesh. He had successfully mentored and supported District level extenders in Planning, implementing the Zinc-ORS programme. He was also responsible for supervision of NGOs assisting in programme implementation.

Dr. Manjunatha has provided valuable and effective support to the organization. We wish him much success in the future endeavors.

*John H. McCullough*

John H. McCullough  
Regional Director, Asia  
The Micronutrient Initiative

For Institute of Health Management Research, Bangalore

*Alsha Manjunath*  
Director



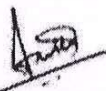
February 16, 2016

**Experience Certificate**

This is to certify that Dr. R Manjunatha has worked with the Micronutrient Initiative in the capacity of Consultant from February 23 to October 30, 2015.

Dr. Manjunatha was responsible for providing State level technical support to Uttar Pradesh, Gujarat and Chhattisgarh for roll out and operationalisation of National Iron Plus Initiative (NIPI) program. His overall responsibility during this tenure includes: developing state NIPI operational guideline, reporting formats, training modules and IEC materials in consultation with State Governments, advocacy and participation in taskforce. Manjunatha has been proactive in engaging with State Government officials for developing consensus on NIPI program operationalisation in UP and Gujarat. His support for maintaining key Government and partner relationships in the project States and coordination with the MI State Program Representative has been exemplary.

We wish him success for all future endeavors.



Sucharita Dutta  
Country Director

Micronutrient Initiative  
Second Floor  
B-28, Outsid Institutional Area, Tara Crescent  
New Delhi - 110 016, India

180 Elgin Street, Suite 1000, Ottawa, ON, Canada K2P 2K3  
T + 1 613 782 6800 F + 1 613 782 6838  
[www.micronutrient.org](http://www.micronutrient.org)

For Institute of Health Management Research, Bangalore

*Alsha Manjunath*  
Director



22 June, 2017

**To Whom It May Concern:**

This is to certify that, Dr. Manjunatha R worked as State Program Manager – Uttar Pradesh for our Double Fortified Salt (DFS) Project from November 01, 2015 to May 31, 2017.

During the above period his performance was above satisfactory. He is sincere and hard working

We wish him success in his future endeavour.

J.K. Raman  
Programme Director

For Institute of Health Management Research, Bangalore

*Asha Manjunath*  
Director

Ref.No.: IIHMR/TS/PERS/NS/2017/  
Dated: June 06, 2017

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

1, Prabhu Dayal Marg  
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. Manjunatha R.  
I. 506, 'L' Block, Yamuna Apartments  
Sector-04, Gomti Nagar Extension  
Lucknow (UP) – 226010

**Sub: Appointment letter for the position of Associate Professor on probation at IIHMR Bangalore.**

Dear Dr. Manjunatha R.,

We are pleased to appoint you as an Associate Professor on probation for six months at Institute of Health Management Research (IIHMR), Site No. 319, Thimma Reddy Layout, Huli Mangla Village, Electronic City, Phase -I, Near Shikari Palaya, Bangalore, on a basic salary of Rs. 37,400/- (Rupees Thirty Seven Thousand Four Hundred) 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 June 19, 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.
  - b. Medical Allowance equivalent to 5% of your basic salary per month.
  - c. Books and Periodicals Allowance of Rs. 2500 per month.
  - d. Transport Allowance of Rs. 4500 per month.
  - e. Helper Allowance of Rs. 2000 per month.
  - f. Grade Pay Allowance of Rs. 12000 per month.
  - g. Academic Allowance of Rs. 6000 per month.
  - h. Special Allowance of Rs. 10000/- per month. Your special allowance 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 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.
  - j. Group medical insurance for self, spouse & 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-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.

contd....2

For Institute of Health Management Research, Bangalore

*Misha Manjunatha*  
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>

4. 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.
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 or assignment 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 service of the Institute or the Institute intending to dispense with your services, it will be required to serve two months' 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 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 **June 19, 2017**.

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 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,

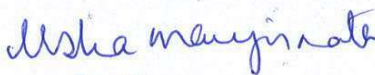
**FOR INDIAN INSTITUTE OF HEALTH MANAGEMENT RESEARCH**

  
S.D. GUPTA  
TRUSTEE SECRETARY

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

1. NAME: \_\_\_\_\_ (Please write your name)
2. DATE: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

For Institute of Health Management Research, Bangalore

  
Director

**INDIAN INSTITUTE OF HEALTH  
MANAGEMENT RESEARCH**

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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. Manjunatha R.	
Scale: 37400-3100-52900-5500-80400-9800-129400	
Grade: A-2	
Components	Amount
Basic Salary	37400
PF 12% of Basic payable	4488
HRA 45% of Basic payable	16830
Medical Allowance 5% of Basic payable	1870
LTA 5% of Basic payable	1870
Books & Periodicals Allowance	2500
Transport Allowance	4500
Helper Allowance	2000
Grade Pay Allowance	12000
Academic Allowance	6000
Medicclaim	850
Special Allowance	10000
<b>CTC</b>	<b>100308</b>

\* Gratuity as per the Payment of Gratuity Act, 1972

For Institute of Health Management Research, Bangalore

*Alsha Manjunatha*  
Director



स्नातकोत्तर चिकित्सा शिक्षा एवं अनुसंधान संस्थान, चण्डीगढ़ - 160 012 (भारत)  
POSTGRADUATE INSTITUTE OF MEDICAL EDUCATION & RESEARCH,  
स्थापना शाखा - I  
(Establishment Branch - I)

Ref/No. F-363/JE(3)-PGI-2001

Date/Dated 14-1-2011

CERTIFICATE

This is to certify that Dr. Kumari Shweta D/o Mr. Surya Mohan has worked as Senior Resident in the Department of Hospital Administration (adhoc) at Postgraduate Institute of Medical Education & Research, Chandigarh from 13<sup>th</sup> September, 2010 to 31<sup>st</sup> December, 2010.

The post of Senior Resident at this Institute is a teaching post and experience of working on this post counts as teaching experience for the purpose of appointment of teachers in Medical Colleges/Institute.

*[Signature]*

Administrative Officer  
PGIMER, Chandigarh

P. 2-11/11  
Eggs...

Dr. Kumari Shweta  
C/o Deptt. of Hospital Administration,  
PGIMER, Chandigarh.

*[Signature]*

*[Signature]*

अखिल भारतीय आयुर्विज्ञान संस्थान  
अंसारी नगर, नई दिल्ली-110608  
All India Institute of Medical Sciences  
Ansari Nagar, New Delhi - 110608



दूरभाष/Tel. No.: (+91-11) 26594832  
(UG): 26594360  
(PG): 26593230  
फैक्स/Fax: 26589766, 26588663  
ईमेल/Email: reg@aiims.ac.in  
aiims.reg@gmail.com

No.F.10-46/2011-Acad.I

Dated :23.12.2013

## Certificate

This is to certify that **Dr. Kumari Shweta** has worked as Senior Resident/Demonstrator in the Department of Hospital Administration (Trauma Centre) from 02.04.2011 to 13.12.2013 at this Institute.

During the above period, he/she has been involved in the Post Graduate Teaching Program of the Departments.

*Shweta*

*dm*  
Registrar

For Institute of Health Management Research, Bangalore

*Arsha Nayinath*  
Director



Indraprastha Medical Center  
Date:-17<sup>th</sup> April,2014

TO WHOM SO EVER IT MAY CONCERN

This is to certify that "Dr.Kumari Shweta" w/o "Dr.Sachin Kumar" r/o "C-15,Delhi Govt. Residential Complex,D-2 pocket, Vasant Kunj, New Delhi -70" worked as "Medical Superintendent" in "Indraprastha Medical Center" from " 23<sup>rd</sup> December,2013 to 17<sup>th</sup> April,2014".

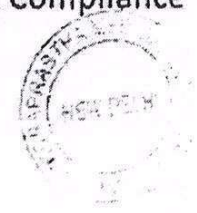
Her conduct during this period was good.

We wish her good luck in all her future endeavours.

*Shweta*

*Asha Sharma*

Mrs.Asha Sharma  
Manager  
HR & Compliance



For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director



Ref No: IHMRB/DIR/HR/2018/003

Date: July 16, 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: [ihmr@ihmr.edu.in](mailto:ihmr@ihmr.edu.in)  
URL : <http://www.ihmr.edu.in>

Dr. Shweta K,  
Flat # 6152, Tower 6  
Prestige Shanti Niketan,  
Whitefield  
Bangalore-560 048

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

Dear Dr. Shweta,

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 for one year with a basic salary of **Rs. 26000/-** (Rupees Twenty-Six Thousand) per month, in the scale of 26000-2150-36750-3800-55750-6900-90250 and grade **A-3** w.e.f your date of joining, but not later than **16<sup>th</sup> July 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. 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. 6000 per month.
  - g) Special Allowance of Rs. 20000 per month. Your special allowances may be adjusted if any changes made in your pay scale or personnel policy of IIHMR.
  - 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.

contd...2

For Institute of Health Management Research, Bangalore

*Disha Manginath*  
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>

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 16, 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.

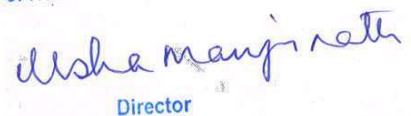
With best wishes,

For Indian Institute of Health Management Research,



S. D. GUPTA, MD, PhD (Johns Hopkins), FAMS  
TRUSTEE SECRETARY

For Institute of Health Management Research, Bangalore



Director

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

DATE: 30/8/18

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>

Salary Break Up For Dr. Shweta K as per salary Slab of Grade A-3

26000-2150-36750-3800-55750-6900-90250

Dr. Shweta K		
Grade A3		
Sl. No	Particulars	Amount
1	Basic Pay	26000
2	PF 12% of Basic Pay	3120
3	HRA 45% of Basic pay	11700
4	Medical 5% of Basic Pay	1300
5	LTA 5% of Basic Pay	1300
6	Books & Periodicals	2000
7	Transport Allowance	4500
8	Special Allowance	20000
9	Driver Allowance	2000
10	Mediclaime	650
11	Grade Pay Allowance	10000
12	Academic	6000
	<b>Total CTC</b>	<b>88570</b>

\*Gratuity as per the Gratuity Act 1972

For Institute of Health Management Research

*Alsha Mayankath*  
Director

March 30, 2013

**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that **Dr. Mallikarjun J, Emp ID 3031** has worked with us as **Business Analyst - Admin** with effect from May 31, 2010 till March 30, 2013.

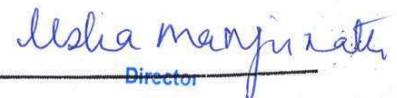
During the period of his stay with us, we found him to be a dedicated, loyal, sincere and a hard working person.

We wish him all the best for the future endeavors.



**Manish Kumar Anand**  
General Manager - HR

For Institute of Health Management Research, Bangalore



**Alisha Manjunath**  
Director

Date: 14/02/2014

**SERVICE CERTIFICATE**

This is to certify that **Dr. Mallikarjun J** bearing Emp. No. 18658 has worked in our organization as **BPR Analyst** in the department of **Hospital Administration** from 15-04-2013 to 14-02-2014.

He has resigned from the services on his own accord and has been relieved from the services accordingly on the closing hours of 14-02-2014.

During the above tenure his performance and conduct were found to be satisfactory.

We wish him all the best in his future endeavors.

For **QUALITY CARE INDIA LIMITED,**

  
**B SATYANARAYANA REDDY**  
Dy. General Manager- HR



For Institute of Health Management Research, Bangalore

  
Director

REGD. OFFICE : 6-3-248/2, Road No. 1, Banjara Hills, Hyderabad - 500034. Tel : +91-40-3041 8888, Fax : +91-40-3041 8488

BHUBANESWAR : Tel +91-674-3268 746; HYDERABAD : Musheerabad : Tel : +91-40-3021 9000, Nampally : Tel : +91-40-3041 7777  
Secunderabad : Tel : +91-40-3048 6666; NAGPUR : Tel : +91-712-3982 222; PUNE : Tel : +91-20-2745 6496; RAIPUR : Tel : +91-771-  
2419 193; SURAT : Tel : +91-261-3927 777; VIJAYAWADA : Tel : +91-866-3051 555; VISAKHAPATNAM : Tel : +91-891-3041 444

Website : [www.carehospitals.com](http://www.carehospitals.com) Email : [info@carehospitals.com](mailto:info@carehospitals.com)





10536/NMCH/RR/1482

September 14, 2015

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Mallikarjun Janardhan Reddy**, holder of Indian Passport No. J8288360 worked with us as an **Operations Analyst** from 01/03/2014 to 31/08/2015.

  
Raveendra Rai  
Vice President - HR & Personnel



For Institute of Health Management Research, Bangalore



Director

Ref No: IHMRB/DIR/HR/2018/004  
Date: August 01, 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. Mallikarjun Reddy,  
C/o Basavaraj Patil,  
#37//508, 1<sup>st</sup> cross Preethi Nagar,  
Laggere, Bangalore-58

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

Dear Dr. Reddy,

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 for one year with a basic salary of Rs. 26000/- (Rupees Twenty-Six Thousand) per month, in the scale of 26000-2150-36750-3800-55750-6900-90250 and grade A-3 w.e.f your date of joining, but not later than 1<sup>st</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. 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. 6000 per month.
  - g) Special Allowance of Rs. 20000 per month. Your special allowances may be adjusted if any changes made in your pay scale or personnel policy of IIHMR.
  - 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.
  - jj) 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.

contd...2

For Institute of Health Management Research, Bangalore

*Desha Manjivath*  
Director

*M Reddy*

**INDIAN INSTITUTE OF HEALTH  
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1, Prabhu Dayal Marg  
Sanganer Airport, Jaipur-302029, INDIA  
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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 **August 01, 2018**.

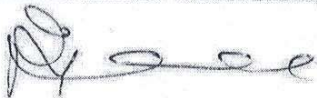
We welcome you to the Institute and look forward to your contribution in building an environment of professional excellence at IIHMR Bangalore.

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

For Institute of Health Management Research, Bangalore



Director

1. NAME : DR. M. J. REDDY (Please write your name)
2. I accept this appointment letter with the terms and conditions mentioned therein.

DATE: 1/8/2018

SIGNATURE: 



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MANAGEMENT RESEARCH**

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E-mail: [iihmr@iihmr.edu.in](mailto:iihmr@iihmr.edu.in)  
URL : <http://www.iihmr.edu.in>

Salary Break Up For Dr. Mallikarjun Reddy as per salary Slab of Grade A-3

26000-2150-36750-3800-55750-6900-90250

Dr. Mallikarjun Reddy		
Grade A3		
Sl. No	Particulars	Amount
1	Basic Pay	26000
2	PF 12% of Basic Pay	3120
3	HRA 45% of Basic pay	11700
4	Medical 5% of Basic Pay	1300
5	LTA 5% of Basic Pay	1300
6	Books & Periodicals	2000
7	Transport Allowance	4500
8	Special Allowance	20000
9	Driver Allowance	2000
10	Mediclain	650
11	Grade Pay Allowance	10000
12	Academic Allowance	6000
	<b>Total CTC</b>	<b>88570</b>

\*Gratuity as per the Gratuity Act 1972

*M Reddy*

For Institute of Health Management Research, Bangalore

*Alsha Maryineth*  
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  
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E-mail: [iihmr@iihmr.edu.in](mailto: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

*[Signature]*  
confd...2

For Institute of Health Management Research, Bangalore

*[Signature]*  
Director

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MANAGEMENT RESEARCH**

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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

  
Director

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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	Mediclaime	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

*Rice*  
Gyan chandra  
12.09.18

For Institute of Health Management Research, Bangalore

*Alsha Naynath*

Director