IIHMR
BANGALORE

Institute of Health
Management Research

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1.2.1

Percentage of new courses introduced out of the total number of courses across all programmes offered during the last five years

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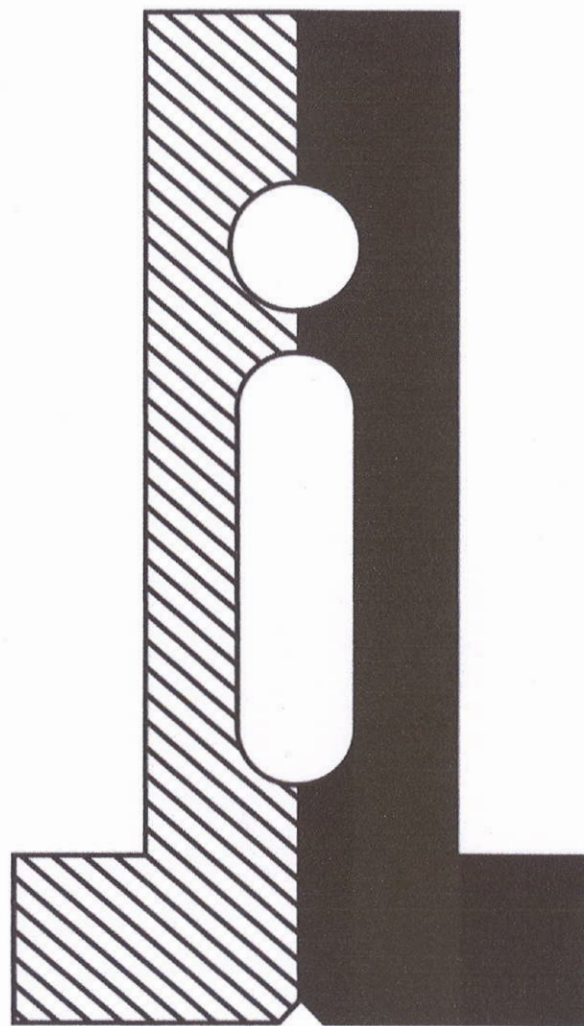
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CRITERIA -1
1.2.1

NAAC 2024/DVV/1/-1.2.1   Date: 28/08/2024

Criteria	Curricular Aspects
Key Indicator	**Academic Flexibility**
Metric	1.2.1 Percentage of new courses introduced out of the total number of courses across all programmes offered during the last five years
DVV Clarifications	• Minutes of relevant Academic Council/BOS meetings highlighting the list of name of the new courses introduced
Documents As per SoP	1) List of new courses introduced with Course Structure program-wise during the assessment period certified by the Principal. **(Appendix-I)** 2) Minutes of relevant Academic Council/BOS meetings highlighting the name of the new courses introduced **(Appendix-II)**
Document Link :	https://iihmrbangalore.edu.in/naac/

Criteria -1 Coordinator

IQAC Coordinator

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Percentage of new courses introduced in last 5 years:

	2018-19	2019-20	2020-21	2021-22	2022-23
No. of new courses	3	7	5	18	9
Total no. of courses	45	45	45	62	63
Percentage	7%	16%	11%	31%	14%

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APPENDIX – I

List of New Courses Introduced with Course Structure

DECLARATION
New Course Introduced – PGDM Programme

Percentage of New Courses introduced out of the total number of courses across all programmes offered during the last five years.

	1.2.1 NEW COURSES INTRODUCED	
Course Code	**Name of the Course**	**Year of introduction**
HOM718	Healthcare 4.0 & Digital Transformation in Hospital	2022-23
HEM718	Healthcare 4.0 & Digital Transformation in Healthcare	2022-23
HIT718	Healthcare 4.0 & Digital Transformation in Health IT	2022-23
PHM718	Healthcare 4.0 & Digital Transformation in Pharmaceutical	2022-23
EC103	Social and Behavioral Change Communication	2022-23
HOM - 703.1	Organization and Management of Support & Utility Services	2022-23
HEM715	National Health Programs	2022-23
HIT716	Standards of Medical Coding	2022-23
CC616	Essentials of Digital Health	2022-23
EC101	Innovation and Entrepreneurship	2021-22
EC102	Digital Marketing	2021-22
PHM - 701	Introduction to Pharma Business Environment	2021-22
PHM - 702	Production and Supply Chain Management	2021-22
PHM - 703	Pharmaceutical Legal and Regulatory Environment	2021-22
PHM - 704	IPR in Pharmaceutical Management	2021-22
PHM - 705	Principles of Clinical Research and Drug Discovery	2021-22
PHM - 706	Pharmacoeconomics	2021-22
PHM - 707	Pharmaceutical Marketing Management	2021-22

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Dean Training

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PHM - 708	Strategic Management in Pharmaceutical	2021-22
PHM - 709	Pharmaceutical International Business	2021-22
PHM - 710	Advertising and Brand Management	2021-22
PHM - 711	Market Research, Data Analysis and Data Management in Pharmaceutical	2021-22
PHM - 712	Consumer Behavior	2021-22
PHM - 713	Business Communication in the Pharmaceutical Industry	2021-22
PHM - 714	Business Ethics and Indian Values	2021-22
PHM - 715	Entrepreneurship Development in Pharmaceutical Industry	2021-22
PHM - 716	Corporate Social Responsibility and Corporate Governance	2021-22
HOM 713	Operation Research and Management in Hospitals	2020-21
HIT 701	Software Engineering, Analysis and Design	2020-21
HIT 702	Interoperability Standards in Healthcare IT	2020-21
HIT 703	EMR EHR Innovations in Healthcare IT	2020-21
HIT 705	OOPs Basics and Database Concepts	2020-21
HEM701	Applied Demography and Population Dynamics	2019-20
HOM - 708	Strategic Management	2019-20
HEM - 708	Strategic Management	2019-20
HIT - 708	Strategic Management	2019-20
HOM 712	Quality Assurance in Hospitals	2019-20
HEM 712	Quality Assurance in Healthcare	2019-20
HIT 712	Quality Assurance in Health IT	2019-20
HOM 712	Quality Management in Hospital	2018-19
HEM 712	Quality Management in Healthcare	2018-19
HIT 712	Quality Management in Health IT	2018-19

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PGDM 2022-23 Course Structure

FIRST YEAR

Course Code	Course Title
CC-601	Health and Development
CC-602	Principles of Management
CC-603	Health Policy and Health Care Delivery System in India
CC-604	Essentials of Biostatistics
CC-605	Introduction to Epidemiology
CC-606	Essentials of Demography
CC-607	Organizational Behaviour
CC-608	Marketing Management
CC-609	Human Resource Management
CC-610	Essentials of Health Economics
CC-611	Financial Management and Accounting
CC-612	Communication Planning and Management
CC-613	Research Methodology and Community Studies
CC-614	Summer Training Orientation
CC-615	Essentials of Hospital Services
CC-616	Essentials of Digital Health

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SECOND YEAR

Hospital Management

Course Code	Course Title
HOM-701	Hospital Planning
HOM-702	Organization and Management of Clinical Services
HOM-703.1	Organization and Management of Support and Utility Services
HOM-706	Materials and Equipment Management
HOM-707	Marketing Management of Hospital Services
HOM-708	Strategic Management in Hospitals
HOM-709	Hospital Management Information System
HOM-710	Health Insurance and Managed Care
HOM-711	Legal Framework in Hospitals
HOM-712	Quality Assurance in Hospitals
HOM-713	Operations Research and Management in Hospitals
HOM-714	Disaster Management
HOM-717	Clinical Epidemiology
HOM-718	Healthcare 4.0 and Digital Transformation in Hospitals
HOM-800.2	Data Analytics & Visualisation

Elective Courses

Course Code	Course Title
EC-101	Innovation and Entrepreneurship
EC-102	Digital Marketing
EC-103	Social and Behavioural Change Communication
DIS-800	Dissertation

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Health Management

Course Code	Course Title
HEM-701	Applied Demography and Population Dynamics
HEM-702	Applied Epidemiology
HEM-703	Health Survey Research Methods
HEM-704	Logistics and Supply Chain Management
HEM-705	Programme Planning, Implementation, Monitoring and Evaluation
HEM-706	NGO Management
HEM-707	International Health
HEM-708	Strategic Management in Healthcare
HEM-709	Hospital Management Information System
HEM-710	Health Insurance and Managed Care
HEM-711	Legal Framework in Healthcare
HEM-712	Quality Assurance in Healthcare
HEM-713	Operations Research
HEM-714	Disaster Management
HEM-715	National Health Programs
HEM-718	Healthcare 4.0 and Digital Transformation in Healthcare
HEM-800.2	Data Analytics & Visualisation

Elective Courses

Course Code	Course Title
EC-101	Innovation and Entrepreneurship
EC-102	Digital Marketing
EC-103	Social and Behavioural Change Communication
DIS-800	Dissertation

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Health IT Management

Course Code	Course Title
HIT-701	Software Engineering, Analysis and Design
HIT-702	Interoperability Standards in Healthcare IT
HIT-703	EMR/EHR Innovations in Healthcare IT
HIT-705	OOPs Basics and Database Concepts
HIT-708	Strategic Management in Health IT
HIT-709	HMIS & Clinical Health Information System
HIT-710	Health Insurance and Managed Care
HIT-711	Legal Framework in Healthcare
HIT-712	Quality Assurance in Health IT
HIT-713	Operations Research and Operations Management
HIT-714	Disaster Management
HIT-715	Applied Health Informatics
HIT-716	Standards of Medical Coding
HIT-718	Healthcare 4.0 and Digital Transformation in Health IT
HIT-800.2	Data Analytics & Visualisation

Elective Courses

EC-101	Innovation and Entrepreneurship
EC-102	Digital Marketing
EC-103	Social and Behavioural Change Communication
DIS-800	Dissertation

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PGDM 2021-22 Course Structure

FIRST YEAR

Course Code	Course Title
CC-601	Health and Development
CC-602	Principles of Management
CC-603	Health Policy and Health Care Delivery System in India
CC-604	Essentials of Biostatistics
CC-605	Introduction to Epidemiology
CC-606	Essentials of Demography
CC-607	Organizational Behaviour
CC-608	Marketing Management
CC-609	Human Resource Management
CC-610	Essentials of Health Economics
CC-611	Financial Management and Accounting
CC-612	Communication Planning and Management
CC-613	Research Methodology and Community Studies
CC-614	Summer Training Programme
CC-615	Essentials of Hospital Services

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SECOND YEAR
Hospital Management

Course Code	Course Title
HOM-701	Hospital Planning
HOM-702	Organization and Management of Clinical Services
HOM-703	Organization and Management of Support Services
HOM-704	Organization and Management of Utility Services
HOM-706	Materials and Equipment Management
HOM-707	Marketing Management of Hospital Services
HOM-708	Strategic Management in Hospitals
HOM-709	Hospital Management Information Systems
HOM-710	Health Insurance and Managed Care
HOM-711	Legal Framework in Hospitals
HOM-712	Quality Assurance in Hospitals
HOM-713	Operations Research and Management in Hospitals
HOM-714	Disaster Management
HOM-717	Clinical Epidemiology
HOM-800.2	Data Management and Analysis
Elective Courses	
EC-101	Innovation and Entrepreneurship
EC-102	Digital Marketing
DIS-800	Dissertation

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Usha manjunath
Director

Health Management

Course Code	Course Title
HEM-701	Applied Demography and Population Dynamics
HEM-702	Applied Epidemiology
HEM-703	Health Survey Research Methods
HEM-704	Logistics and Supply Chain Management
HEM-705	Programme Planning, Implementation, Monitoring and Evaluation
HEM-706	NGO Management
HEM-707	International Health
HEM-708	Strategic Management in Healthcare
HEM-709	Hospital Management Information System
HEM-710	Health Insurance and Managed Care
HEM-711	Legal Framework in Healthcare
HEM-712	Quality Assurance in Healthcare
HEM-713	Operations Research
HEM-714	Disaster Management
HEM-800.2	Data Management and Analysis
Elective Courses	
EC-101	Innovation and Entrepreneurship
EC-102	Digital Marketing
DIS-800	**Dissertation**

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Health IT Management

Course Code	Course Title
HIT-701	Software Engineering, Analysis and Design
HIT-702	Interoperability Standards in Healthcare IT
HIT-703	EMR/EHR Innovations in Healthcare IT
HIT-704	Basics of Data Mining & Data Warehousing
HIT-705	OOPs Basics and Database Concepts
HIT-708	Strategic Management in Health IT
HIT-709	HMIS and Clinical Health Information System
HIT-710	Health Insurance and Managed Care
HIT-711	Legal Framework in Healthcare
HIT-712	Quality Assurance in Health IT
HIT-713	Operations Research and Operations Management
HIT-714	Disaster Management
HIT-715	Applied Health Informatics
HIT-800.2	Data Management and Analysis
Elective Courses	
EC-101	Innovation and Entrepreneurship
EC-102	Digital Marketing
DIS-800	Dissertation

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Pharmaceutical Management

Course Code	Course Title
PHM701	Introduction to Pharma Business Environment
PHM702	Production and Supply Chain Management
PHM703	Pharmaceutical Legal and Regulatory Environment
PHM704	IPR in Pharmaceutical Management
PHM705	Principles of Clinical Research and Drug Discovery
PHM706	Pharmacoeconomics
PHM707	Pharmaceutical Marketing Management
PHM708	Strategic Management in Pharmaceutical
PHM709	Pharmaceutical International Business
PHM710	Advertising and Brand Management
PHM711	Market Research, Data Analysis and Data Management in Pharmaceutical
PHM712	Consumer Behaviour
PHM713	Business Communication in the Pharmaceutical Industry
PHM714	Business Ethics and Indian Values
PHM715	Entrepreneurship Development in Pharmaceutical Industry
PHM716	Corporate Social Responsibility and Corporate Governance

Elective Courses

EC-101	Innovation and Entrepreneurship
EC-102	Digital Marketing
DIS-800	Dissertation

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PGDM 2020-21 Course Structure

FIRST YEAR

Course Code	Course Title
CC-601	Health and Development
CC-602	Principles of Management
CC-603	Health Policy and Health Care Delivery System in India
CC-604	Essentials of Biostatistics
CC-605	Introduction to Epidemiology
CC-606	Essentials of Demography
CC-607	Organizational Behaviour
CC-608	Marketing Management
CC-609	Human Resource Management
CC-610	Essentials of Health Economics
CC-611	Financial Management and Accounting
CC-612	Communication Planning and Management
CC-613	Research Methodology and Community Studies
CC-614	Summer Training Programme
CC-615	Essentials of Hospital Services

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SECOND YEAR

Hospital Management

Course Code	Course Title
HOM-701	Hospital Planning
HOM-702	Organization and Management of Clinical Services
HOM-703	Organization and Management of Support Services
HOM-704	Organization and Management of Utility Services
HOM-706	Materials and Equipment Management
HOM-707	Marketing Management of Hospital Services
HOM-708	Strategic Management In Hospitals
HOM-709	Hospital Management Information Systems
HOM-710	Health Insurance and Managed Care
HOM-711	Legal Framework in Hospitals
HOM-712	Quality Assurance in Hospitals
HOM-713	Operations Research and Management in Hospitals
HOM-714	Disaster Management
HOM-717	Clinical Epidemiology
HOM-800.2	Data Management and Analysis
DIS-800	Dissertation

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Health Management

Course Code	Course Title
HEM-701	Applied Demography and Population Dynamics
HEM-702	Applied Epidemiology
HEM-703	Health Survey Research Methods
HEM-704	Logistics and Supply Chain Management
HEM-705	Programme Planning, Implementation, Monitoring and Evaluation
HEM-706	NGO Management
HEM-707	International Health
HEM-708	Strategic Management in Healthcare
HEM-709	Hospital Management Information System
HEM-710	Health Insurance and Managed Care
HEM-711	Legal Framework in Healthcare
HEM-712	Quality Assurance in Healthcare
HEM-713	Operations Research
HEM-714	Disaster Management
HEM-800.2	Data Management and Analysis
DIS-800	Dissertation

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Health IT Management

Course Code	Course Title
HIT-701	Software Engineering, Analysis and Design
HIT-702	Interoperability Standards in Healthcare IT
HIT-703	EMR/EHR Innovations in Healthcare IT
HIT-704	Basics of Data Mining and Data Warehousing
HIT-705	OOPs Basics and Database Concepts
HIT-707	Regulatory Aspects and IT Security
HIT-708	Strategic Management in Health IT
HIT-709	HMIS and Clinical Health Information System
HIT-710	Health Insurance and Managed Care
HIT-711	Legal Framework in Healthcare
HIT-712	Quality Assurance in Health IT
HIT-713	Operations Research and Operations Management
HIT-714	Disaster Management
HIT-715	Applied Health Informatics
HIT-800.2	Data Management and Analysis
DIS-800	Dissertation

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PGDM 2019-20 Course Structure

FIRST YEAR

Course Code	Course Title
CC-601	Health and Development
CC-602	Principles of Management
CC-603	Health Policy and Health Care Delivery System in India
CC-604	Essentials of Biostatistics
CC-605	Introduction to Epidemiology
CC-606	Essentials of Demography
CC-607	Organizational Behaviour
CC-608	Marketing Management
CC-609	Human Resource Management
CC-610	Essentials of Health Economics
CC-611	Financial Management and Accounting
CC-612	Communication Planning and Management
CC-613	Research Methodology and Community Studies
CC-614	Summer Training Programme
CC-615	Essentials of Hospital Services

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SECOND YEAR

Hospital Management

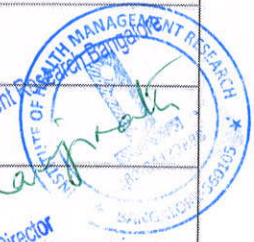| Course Code	Course Title
HOM-701	Hospital Planning
HOM-702	Organization and Management of Clinical Services
HOM-703	Organization and Management of Support Services
HOM-704	Organization and Management of Utility Services
HOM-706	Materials and Equipment Management
HOM-707	Marketing Management of Hospital Services
HOM-708	Strategic Management in Hospitals
HOM-709	Hospital Management Information Systems
HOM-710	Health Insurance and Managed Care
HOM-711	Legal Framework in Hospitals
HOM-712	Quality Assurance in Hospitals
HOM-713	Operations Research
HOM-714	Disaster Management
HOM-717	Clinical Epidemiology
HOM-800.2	Data Management and Analysis
DIS-800	Dissertation

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Health Management

Course Code	Course Title
HEM-701	Applied Demography and Population Dynamics
HEM-702	Applied Epidemiology
HEM-703	Health Survey Research Methods
HEM-704	Logistics and Supply Chain Management
HEM-705	Programme Planning, Implementation, Monitoring and Evaluation
HEM-706	NGO Management
HEM-707	International Health
HEM-708	Strategic Management in Healthcare
HEM-709	Management Information Systems in Health Care
HEM-710	Health Insurance and Managed Care
HEM-711	Legal Framework in Healthcare
HEM-712	Quality Assurance in Healthcare
HEM-713	Operations Research
HEM-714	Disaster Management
HEM-800.2	Data Management and Analysis
DIS-800	Dissertation

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Health IT Management

Course Code	Course Title
HIT-701	Introduction to Healthcare Software Engineering & System Analysis and Design
HIT-702	Healthcare IT Standards and Health Information Exchange
HIT-703	EMR/EHR, Digital Imaging, Telemedicine &Technological Innovations in Healthcare
HIT-704	Basics of Data Mining and Data Warehousing
HIT-705	Programming Basics & Introduction to DBMS & ORDBMS
HIT-707	Regulatory Aspects and IT Security
HIT-708	Strategic Management in Health IT
HIT-709	HMIS and Clinical Health Information System
HIT-710	Health Insurance and Managed Care
HIT-711	Legal Framework in Healthcare
HIT-712	Quality Assurance in Health IT
HIT-713	Operations Research and Operations Management
HIT-714	Disaster Management
HIT-715	Applied Health Informatics
HIT-800.2	Data Management and Analysis
DIS-800	Dissertation

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PGDM 2018-19 Course Structure

FIRST YEAR

Course Code	Course Title
CC-601	Health and Development
CC-602	Principles of Management
CC-603	Health Policy and Healthcare Delivery System in India
CC-604	Essentials of Biostatistics
CC-605	Introduction to Epidemiology
CC-606	Essentials of Demography
CC-607	Organizational Behaviour
CC-608	Marketing Management
CC-609	Human Resource Management
CC-610	Essentials of Health Economics
CC-611	Financial Management and Accounting
CC-612	Communication Planning and Management
CC-613	Research Methodology and Community Studies
CC-614	Summer Training Programme
CC-615	Essentials of Hospital Services

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SECOND YEAR

Hospital Management

Course Code	Course Title
HOM-701	Hospital Planning
HOM-702	Organization and Management of Clinical Services
HOM-703	Organization and Management of Support Services
HOM-704	Organization and Management of Utility Services
HOM-706	Materials and Equipment Management
HOM-707	Marketing Management of Hospital Services
HOM-708	Strategic Planning & Managed Care
HOM-709	Hospital Management Information System
HOM-710	Health Insurance and Managed Care
HOM-711	Legal Framework in Healthcare
HOM-712	Quality Management in Hospitals
HOM-713	Operations Research
HOM-714	Disaster Management
HOM-717	Clinical Epidemiology
HOM-800.2	Data Management and Analysis
DIS-800	Dissertation

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Health Management

Course Code	Course Title
HEM-701	Population Programme Management
HEM-702	Applied Epidemiology
HEM-703	Health Survey Research Method
HEM-704	Logistics and Supply Chain Management
HEM-705	Programme Planning, Implementation, Monitoring and Evaluation
HEM-706	NGO Management
HEM-707	International Health
HEM-708	Strategic Planning & Managed Care
HEM-709	Health Management Information Systems
HEM-710	Health Insurance and Managed Care
HEM-711	Legal Framework in Healthcare
HEM-712	Quality Management in Healthcare
HEM-713	Operations Research
HEM-714	Disaster Management
HEM-800.2	Data Management and Analysis
DIS-800	Dissertation

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Health IT Management

Course Code	Course Title
HIT-701	Introduction to Healthcare Software Engineering and System Analysis and Design
HIT-702	Healthcare IT Standards and Health Information Exchange
HIT-703	EHR, EMR, Digital Imaging, Telemedicine and Technological Innovations in Healthcare
HIT-704	Basics of Data Mining and Data Warehousing
HIT-705	Programming Basics and Introduction to DBMS and ORDBMS
HIT-707	Regulatory Aspects and IT Security
HIT-708	Strategic Planning & Managed Care
HIT-709	HMIS and Clinical Health Information System
HIT-710	Health Insurance and Managed Care
HIT-711	Legal Framework in Healthcare
HIT-712	Quality Management in Health IT
HIT-713	Operations Research and Operations Management
HIT-714	Disaster Management
HIT-715	Applied Health Informatics
HIT-800.2	Data Management and Analysis
DIS-800	Dissertation

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APPENDIX – II

Minutes of Academic Council Meetings

Minutes of Meeting of Academic council at Institute of Health Management Research Bangalore, South Campus, IIHMR Group – 2022-23

Attendees

S. No	Name	Designation	Role
1	Dr. Usha Manjunath	Director, IIHMR Bangalore	Chairperson
2	Dr. Kirti Udayai	Associate Professor, IIHMR Bangalore	Member Secretary
3	Mr. Piyush Kumar	Associate Professor, IIHMR Bangalore	Member
4	Dr. Allen P Ugargol	Professor, IIM Bangalore	Member
5	Dr. Selwyn Colaco	Chief Strategy Officer, Fortis Hospital	Member
6	Dr. Manjunatha R	Scientist – E, ICMR	Member
7	Dr. Mukund Kulkarni	Director, Quality Landmark, Healthcare	Member
8	Dr. Sajeev Chandran	Director at Advanced Drug Delivery and Research, Invitro In vivo correlation/Biopharmaceutics, Lupin Global R&D Centers in Pune	Member
9	Mr. Sunish Nair	India Operations Lead, Tata Trust	Member

Minutes of the meeting are stated hereunder

The Academic council meeting began at 11.30am and Dr. Usha Manjunath Director and chairman academic council extended a cordial welcome to all members. Dr. Usha briefed about IHMR-B and the progress made during recent years and while tackling Pandemic situation. She shared about starting New Training Programmes / Short Term Programmes, IIHMR- B Participation on Various Projects, Webinars update, Introducing of Pharma as New Branch in PGDM Course and Admissions of Students .

Dr. Kirti Udayai welcomed the committee and highlighted the agenda of the meeting i.e., Introduction of Pharmaceutical Management in PGDM Course, Introduction of two industry relevant elective courses in PGDM program and revising the credit Point as per AICTE Norms
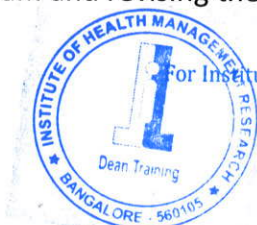
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- Dr Kirti Udayai put forwarded the main **Agenda of the meeting** i.e., New specialized Course of Pharmaceutical Management in IIHMR Course Agenda of the meeting and requested the committee to give their precious views on this regard.
- The Committee congratulated the faculty for introducing a new Course in IIHMR PGDM Curriculum.

Suggestions from committee members

Dr. Allen suggested that a global overview should be given to the students regarding supply chain management, regulatory affairs and drug development (Global outcomes and content) . Addressing to this Dr. Kirti Udayai and Dr. Usha Manjunath referred about the course material where the suggested points are already covered and assured to once again review the topic to cover the same in course material.

- ✓ Dr. Selwyn Colaco asked about how this course is going to help Students overall in Health sector. He also raised a query about the input requirements for the course — are the students going to be Pharmacist, B Pharma, or any degree holder. Are the students going to be Industry Ready as they are going to Compete with B Pharma and M Pharma
- ✓ Dr. Kirti answered the query by conveying that the students passing out with PGDM Course will be more in the Managerial role from different domain of management in Pharma industry.
- ✓ Mr. Piyush further added that in Bangalore many students are attracted to B Pharma and this course are made mainly keeping in view to them. The Course is also having managerial aptitude with strategic role covering the points of B 2 B and B 2 C breakup.
- ✓ Mr. Mukund Kulkarni asked whether students of background other than pharma can take up this course.
- ✓ Mr Piyush answered the question by saying that every module is designed in such a way that the basic concepts required will be covered before exposing the students to the pharmaceutical industry and application of the specialized course.
- ✓ Dr. Sajeev Chandran raised a query where he wanted to know whether the course is updated enough to expose students to the concept of Pharma 4.0.
- ✓ Dr. Sajeev Chandran was satisfied with the answers and highlighted how Pharma 4.0 should be an integral part of Pharmaceutical Management.
- Dr. Kirti Udayai moved towards the **Second Agenda** of introducing Two Industry Relevant Elective Courses introduced under PGDM Program (Innovation and Entrepreneurship & Digital Marketing - 5 Day Course). Both The Elective Program is for 5 Days and has a weightage of 3 Credit Points.

Suggestions from committee members

- Dr. Selwyn Colaco asked Dr. Kirti Udayai how does these elective courses fit in the curriculum, and can the students proceed further in PGDM course without opting them?
- Answering to the query Dr. Kirti Udayai replied that new technologies have grown and become an intrinsic part of marketing strategies and this course can empower the

students to understand the future trends in digital marketing and help them to optimize their start-ups and businesses in the quickest possible and most cost-effective fashion. To the second query she said that since this elective course are carrying 3 credit points students must enroll by either selecting innovation and Entrepreneurship or Digital Marketing.

- Further Committee added that Hybrid Selling in Pharma Company is growing Demand as (Person Vs. Virtual Selling is completely different experience) and asked for the need for orientation.
- Dr. Kirti Udayai answered that Hybrid selling is already in the course material under topic Marketing of Hospital services and Marketing management. And Advertising and Brand management in Pharmaceutical Management with understanding of consumer behavior.
- Dr. Kirti addressed the committee by moving to the 3rd Agenda of the Meeting "Revising the credit Point". She gave an Overview on Credit points distribution i.e earlier 2 Credit Points was allocated for 5 Days Course and 4 Credit Points was allocated for 10 Day Course but as per revised AICTE handbook credit points revision 3 Credit Points is for 5 Days Course and 6 Credit Points is for 10 Day Course .Similarly At Present The First Year PGDM Program is consisting 84 Credit Points where as the Second Year is consisting 15 Specialized course and two selective course containing 90 credit Points . Therefore, we can say that Since AICTE is looking for 102 Credit Points, but IIHMR-Bangalore is having 174 Credit Points which is far ahead in terms of meeting criteria.

- **Suggestions from committee members**
- Dr. Sajeev Chandran enquired whether IIHMR Bangalore can drop few of the courses as we are equipped with 174 Credit points and AICTE require just 102 credit points.
- Dr. Kirti Udayai answered that courses cannot be freeze as 14 courses in first year and 15 course and two elective courses in the 2nd year are an integral part of curriculum. Credit points are related to calculate the CGPA Course.
- Dr Usha Manjunath further added that the credit points highlight the strength of the course. It is calculated based on Contact Hours
- Mr. Sunish Nair enquired about the minimum credit points required if the students want to pursue higher education abroad.
- Dr Usha Manjunath replied by saying that students will be required more than 100 plus credit points to opt for such option and PGDM course offered at IIHMR-B is equivalent to MBA by which students can apply for higher course in Abroad or at India.
- Dr. Manjunatha gave suggestion that there is a need for case studies in Ethics, Technology, and Innovation in the modules for making students aware about actual Market condition

For Institute of Health Management Research, Bangalore

Director

- Organization & Management of Support Services (HOM703) and Organization & Management of Utility Services (HOM704) will merge, and it will be a 6-credit course i.e. "Organization and Management of Support and Utility Services".
- A new 3 credit course "Essentials of Digital Health" will be added to the first-year syllabus.
- Legal Framework, HMIS, Operation Research module syllabus need to be modified.

- The "Applied Demography and Population Dynamics" module will not be removed from the syllabus, but modification is required for this course.
- "Program Planning, Implementation, Monitoring & Evaluation", "Applied Epidemiology" & "NGO Management" course revised to 3 credits from 6 credits.
- A new 3 Credit course will be introduced - the "National Health Program".
- Student can choose one from 3 Electives courses - 1. Innovation and Entrepreneurship, 2. Digital Marketing, 3. Social and Behavioral Change.

- A new 3 Credit course will be introduced - " Standards for Medical Coding".
- "EMR/ E HR Innovations in Healthcare IT" course revised to 3 credits from 6 credits.
- Date Mining and Data Warehousing module is removed from Health IT curriculum.
- A new 6 credit course is added as a common module for all specialization i.e. Healthcare 4.0 & Digital Transformation in Hospitals (HOM718), Healthcare 4.0 & Digital Transformation in Healthcare (HEM718), Healthcare 4.0 & Digital Transformation in Health IT (HIT718), Healthcare 4.0 & Digital Transformation in Pharmaceuticals (PHM718),
- Regulatory Aspects of Healthcare IT module is removed from Health IT curriculum and will be taught in "Legal Framework" module.

- "Consumer Behavior" will be integrated with "Pharma Marketing Management".
- Pharmacoeconomics - Syllabus should get updated.
- "Pharmaceutical International Business" course revised to 3 credits from 6 credits.

For Institute of Health Management Research, Bangalore

Director

For Institute of Health Management Research, Bangalore

Director

Meeting Conclusion by the Chair

Dr. Usha Manjunath thanked the committee on such a lengthy, intense discussion and giving valuable inputs which will help the management to put them in line of action and once again thanked the committee members for giving their time to participate.

Vote of Thanks by Member Secretary

Dr. Kirti Udayai thanked the committee members for giving their precious time, efforts, and participation in the meeting.

The committee agreed to meet once in a year, as proposed by the institute.

For Institute of Health Management Research Bangalore

Director

Institute of Health Management Research (IIHMR), Bengaluru
AAC committee Meeting
Minutes of the meeting

Date: 15th April 2021

Time: 12:00 PM

Venue: Online Zoom Platform

AAC Committee meeting of IIHMR Bangalore was conducted on 15Th April'2021, on Time platform. Participation details are as follows:

Chair:	Dr. Selwyn Colaco
Attendees:	Dr. Sajeev Chandran Mr. C N Sunil Kumar Dr. Chethana H S Mr. Ankit Goyal Mr. Gulsan Vijay Shankar Dr. H.N Rao Dr. T.S.Syamala Dr. Uma Shankar Dr. Chandil Kumar Dr.Usha Manjunath Dr Kirti Udayai
Faculty Invitees:	Mr Piyush Kumar Mr TK Pradeep Kumar

For Institute of Health Management Research, Bangalore

Usha Manjunath

Director

For Institute of Health Management Research, Bangalore

Usha Manjunath

Director

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Agenda of the meeting is as follows:

1	Welcome Address	Dr Usha Manjunath, Director, IIHMR Bangalore	11:30 – 11:35
2	Opening Remarks by the Chairman AAC	Dr. Selwyn Colaco, Chief Strategy Officer, Fortis Hospital, Bengaluru	11:35 – 11:40
3	PGDM Course: Presentation and Discussion Overview of PGDM course Proposed revision in PGDM syllabus Industry relevant electives Introducing new specialization - Pharmaceutical Management Revision of credit points Academia - Industry Collaboration	Dr Kirti Udayai, Associate Dean - Academics and Student Affairs, IIHMR Bangalore	11:40 – 12:15
4	Research Projects and Consultancy offered future plans	Dr Manjunath R, Dean Research, IIHMR Bangalore	12:15 - 12:25
5	Updates on Centre for Learning and Development	Mr Piyush Kumar, Associate Dean- Training, IIHMR Bangalore	12:25 - 12:35
6	Discussion and Future Directions		12:35–12:50
7	Concluding Remarks	Dr. Selwyn Colaco, Chief Strategy Officer, Fortis Hospital, Bengaluru	12:50– 12:55
8	Vote of Thanks	Dr Usha Manjunath, Director, IIHMR Bangalore	12:55-13:00

Meeting minutes

- The meeting started at 12.00 PM By welcoming all the Committee members and with their Self Introduction.. Dr. Usha Manjunath, Director briefed the committee members about the institute (IIHMR-B) , It's progress made during recent years and while tackling Pandemic situation . Dr. Usha Manjunath, Director briefly pointed out about Faculty Strength , Students Placements , 15 Days observer ship in Hospitals , Staffs hiring and Increment updates during Pandemic , Starting New Training Programmes /

Short Term Programmes , IIHMR- B Participation on Various Projects ,Webinars update , Introducing of Pharma as New Branch in PGDM Course , Admissions of Students .

- Introduction of Chair Dr. Selwyn Colaco was done by Dr. Kirti Udayai and then Dr. Selwyn Colaco addressed the Committee by welcoming all the committee members suggestions and inputs on Agenda and also thanked and congratulated Dr. Usha Manjunath, and Faculty for making progress and strengthening the IIHMR Bangalore.

- Dr. Kirti Udayai welcomed the committee and highlighted the 5 key agenda of the meeting i.e Overview of PGDM Courses , Two Industry Relevant Elective Courses introduced in under PGDM Programme ,Introduction of Pharmaceutical Management in PGDM Course , Revising the credit Point as per AICTE Norms and lastly about Strengthening the academia industry collaboration followed by new changes introducing in the selective course.

- Dr.Kirti Udayai pointed out the **First Agenda** on Overview of PGDM Courses where she highlighted how the course is creating the Concept and Technique of Modern Management and its application in Health Care organization by making students aware about core concept of management and health care delivery system. This course also helps in Inculcating the IT and Management skills in the student and also focuses on strategic training of the human resource system.

- In addition to this Dr.Kirti Udayai stated about the Procedures of Getting into IIHMR-Bangalore by enrolling in PGDM course .It is mandatory for students to appear in aptitude test like CAT , XAT , MAT . GMAT and CMAT . PGDM Course offered in IIHMR- Bangalore is approved by AICTE (All India Council of Technical Education) and it's also accredited by NBA (National Board of Accredition) . IIHMR-B also awarded as Best Business School by the renowned Magazine "Knowledge Health Care ".Further to this she added that more than 1000 Management Development programs and submitted 800 Research Project .Total 10 Batches Passed out from IIHMR-Bangalore with record of 100% Placements. We have 80 plus recruiters on board with us and 3000 plus alumni base with IIHMR

- Dr.Kirti briefed about recent two batches and also highlighted the summary of students on board and dropout figures , course enrolled by them . Geographical distributions from where students are getting in IIHMR Bangalore , Placement updates of current

batch students , Salary Break the highest salary offered at current batch is 9 Lakh in which the average salary is 4.1 to 4.5 lakhs and minimum salary offered is 3 lakhs.

- Dr. Kirti Udayai once again addressed the committee by narrating about the 2 Years PGDM Programme being offered by IIHMR Bangalore to make the new Committee members aware about this . Further adding words she told that 1st Year students are enrolled in Induction and Foundation Courses which are mainly on Non Credit Basis as per which students are not evaluated , students under this course are evaluated just by Satisfactory / Not Satisfactory Parameters. Under Induction course students are taught about communication (Both Written and Verbal) , Essential of Computer Services and Human process Lab . Foundation Course consist of Medical Terminology, Project Management in Health care and Fundaments of Health Care Industry. After Completion of Induction and Foundation course 14 Courses are commenced (1 Course is for 10 Days equivalent to 60 Hrs of Teaching which means 1 Day is equal to 6 Hours of Teaching). 1st Year PGDM Course also consist of Summer Training Programme which is for 8 weeks (2 Months) and then 2nd Year gets start with the specialization course . Placement activity takes place in mid of 2nd Year October and November . Evaluation parameter is done by (a) Written Assessment - 70 Marks and (b) Internal Assessment - 30 Marks - GD ,Group Presentation , Role Plays , Quizzes etc.

- Dr Kirti Udayai moved to **2nd Agenda of the meeting** i.e New specialized Course Introduced Pharmaceutical Management in IIHMR Course Agenda of the meeting and requested the Chair Dr. Selwyn Colaco and committee to give their precious views on this regard.

- Dr. Selwyn Colaco was pleased with the performance of IIHMR Bangalore and congratulated the faculty for introducing the new New Course in IIHMR PGDM Curriculum.

Few Suggestions from the Committee Members

- ✓ Mr. Ankit Goyal suggested for introducing of E Pharmacy in Course since it's a new trend and Market need. He also advised to give Global Overview Should be given to the students such as supply chain management, Revenue (Global outcomes and content) . Addressing to this Dr. Kirti Udayai and Dr. Usha Manjumnath referred about the course material where the suggested points are already covered and assured to once again review the topic to cover the same in course material.
- ✓ Dr. Sanjeev Chandran raised a query where he wanted to know How This course is going to Help Students overall in Health Sector (Where They are Going to Fit In)?
- ✓ Answering to the raised concern Dr. Kirti Udayai addressed Dr. Sanjeev Chandran by letting him enlighten about the degree which is provided to the students after two years PGDM Course in Hospital and Health Management . This is the title given under

For Institute of Health Management Research, Bangalore

Director

AICTE and offer specialization ==(a) first is Hospital (b) Second is Health which is more in context with Public Health Management (c) Third is Health Information Technology and (d) Fourth is Specialization in Pharmaceutical Management==. So the students who are getting degree in Hospital and Health Management they are fit any year in the Health Sector.

✓ Dr. Sanjeev Chandran was satisfied with the answers and also highlighted how this Pharmaceutical Management is the need of the hour .

✓ Dr Usha Manjumnath further clarified that in the first year its all about Health Care inclusion of HMIS part based on the specialization part students will be moving to grab more knowledge on base of hardcore Pharma industry is concerned.

✓ Further to this Dr. Selwyn Colaco made the point by asking the faculty about How This course is going to Help Students overall in Health Sector (Where They are Going to Fit In). which part of the chain course is focusing on .Third point is what are the input requirements – are the students going to be Pharmacist , B Pharma or any degree holder . Are the students going to be Industry Ready as they are going to Compete with B Pharma and M Pharma.

✓ Dr. Kirti Udayai answered the query by conveying that the students passing out with PGDM Course will be more in the Managerial role from different domain of management in Pharma industry.

✓ Mr. Gulsan Rijesh Runcle pointed that when IIHMR Jaipur started the Pharma Course all the student enrolled for that was having background of Pharma.

✓ Mr. Piyush further added that in Bangalore many students are attracted to B Pharma and this course are made mainly keeping in view to them .The Course is also having managerial aptitude with strategic role covering the points of B 2 B and B 2 C breakup.

✓ Dr. Uma Shankar added the point that How NON Background Students enrolling to these course are going to Fit in the course suppose B.Com etc students.

✓ Dr Piyush anwered the question by telling that the 1st year course talk largely about the management and overall concept of health care industry where as the 2nd year students are oriented about Pharmaceutical industry and creates the application about the specialized course.

✓ Mr. Ankit Goyal made a point by adding Fanco Economics part to be covered in Module to make student aware about Real scenario of the Pharma .The quality of life , Phase IV post marketing surveillance of drug in the market.

✓ Mr. Piyush addressed the point that by referring couple of books and content note will be shared for making final draft on the course material.

• Dr. Kirti Udayi moved towards the **third Agenda** of introducing Two Industry Relevant Elective Courses introduced in under PGDM Programme ==(Innovation and Entrepreneurship & Digital Marketing - 5 Day Course) . Both The Elective Programme i.e (innovation and Entrepreneurship & Digital Marketing) is for 5 Days and has a weightage of 3 Credit Points==

Few Suggestions and Input from the Committee Members

- ✓ Dr. Selwyn Colaco asked Dr. Kirti Udayai what does the Elective course mean and can the students proceed further in PGDM course without opting them?
- ✓ Answering to the query Dr. Kirti Udayai replied that since this elective course are carrying 3 credit points students have to enroll by either selecting innovation and Entrepreneurship or Digital Marketing.
- ✓ Further Committee added that Hybrid Selling in Pharma Company is growing Demand as (Person Vs. Virtual Selling is complete different experience) Some Orientation Required on Hybrid Selling
- ✓ Dr. Kirti Udayai answered that Hybrid selling is already in the course material under topic Marketing of Hospital services and Marketing management. And Advertising and Brand management in Pharmaceutical Management with understanding of consumer behavior.
- ✓ Committee member suggested to getting embedded in consultation, physician, patient interaction as per current scenario. In which Mr. Piyush commented that all this points are covered in 2nd Year but considering the points this will be add in the orientation to the students.

- • Dr. Kirti Udayai addressed the committee by moving to the 3rd Agenda of the Meeting **"Revising the credit Point"**. She gave an Overview on Credit points distribution i.e earlier 2 Credit Points was allocated for 5 Days Course and 4 Credit Points was allocated for 10 Day Course but as per revised AICTE handbook credit points revision 3 Credit Points is for 5 Days Course and 6 Credit Points is for 10 Day Course .Similarly At Present The First Year PGDM Program is consisting 84 Credit Points where as the Second Year is consisting 15 Specialized course and two selective course containing 90 credit Points . Therefore we can say that Since AICTE is looking for 102 Credit Points but IIHMR-Bangalore is having 174 Credit Points which is far ahead in terms of meeting criteria.

Few Suggestions and Input from the Committee Members

- ✓ Dr. Selwyn Colaco enquired that since IIHMR Bangalore is equipped with 174 Credit points and AICTE require just 102 credit points can the students drop some course .
- ✓ Dr. Kirti Udayai Answered the query that students cannot drop the course because courses are freezed 14 courses in first year and 15 course and two elective course in the 2nd year. Credit points are related to calculate the CGPA Course.
- ✓ Dr Usha Majunath further added that the credit points highlights the strength of the course. It is calculated on the basis of Contact Hours
- ✓ Mr. Sunil Kumar further enquired that if a student is willing to go abroad for higher studies how much Credit points are required by them?

For Institute of Health Management Research, Bangalore

Usha manjunath

Director

For Institute of Health Management Research, Bangalore

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Usha manju...

Director

- ✓ Dr Usha Majunath replied by saying that students will be required more than 100 plus credit points to opt for such option and PGDM course offered at IIHMR-B is equivalent to MBA by which students can apply for higher course in abroad or at India.
- ✓ Since It was 1 PM and due to shortage of Time Mr. Ankit Goyal thanked the committee and moved towards his pre scheduled work.
- ✓ Dr. Chetana gave suggestion on Ethics , Technology Invocation Case study required for making students aware about actual Market condition and Means of Overcoming failure should be introduced in the syllabus for students understanding.
- ✓ Mr. Pradeep Kumar made a point where he clarified the committee and chair about the annual calendar -Holidays and actual number of days left for (Teacher and Student Interaction in term of Hours for credit point distribution
- ✓ Dr. Dr. Selwyn Colaco ask the management to review the credit points as satisfied with Credit Points distribution and if Management / Faculty finds it correct they can go ahead with the Approval.

Few Suggestions and Input from the Committee Members

- • Mr Pradeep kumar made a point that earlier related with software Engineering the course title was Just Software Engineering but now he is suggesting to Change its as Software Engineering and Analysis.
- • Dr Kirti Udayai further made appoint that Marketing of Health Services as one of the course two topics are added in it – first is Home Health Care and Second is Consulting which is another important domain which need to be included .Under Health Management - Health and Development - New Unit will be introduce as Climate Change in Health based on Industry Requirement and Regarding Home Health care is it relevant to cover the Marketing Hospital service or it is the main course of Health Care Management

- • Few Suggestions and Input from the Committee Members

- ✓ Dr. Chetana made a point that regarding the home Health Care is it relevant to be in the Marketing of the Hospital services or is it the main scope of the Health Care Management.
- ✓ In view to this Dr. Kirti agreed with Dr. Chetana and pointed out that health care delivery system has many aspects but it fits best under Marketing of the Hospital services.
- ✓ Dr. Dr. Selwyn Colaco commented that IT has vast role in health care Management and its important to Clarify what is the role of IT in Health Care Industry. He Further raised his query that IT involvement in Health Care service and how we find IT compatible with Hospital Service.
- ✓ Mr. Piyush answered the query how IT is just a support help in extracting various data which is for understanding the data analysis and strategy building in Health Care role.

Annexure.

Pharmaceutical Specialization Courses

Sr No	Course Code	Course Credits	Course Title
1	PHM701	3	Introduction to Pharma Business Environment
2	PHM702	6	Production and Supply Chain Management
3	PHM703	3	Pharmaceutical Legal and Regulatory Environment
4	PHM704	3	IPR in Pharmaceutical Management
5	PHM705	6	Principles of Clinical Research and Drug Discovery
6	PHM706	6	Pharmacoeconomics
7	PHM707	6	Pharmaceutical Marketing Management
8	PHM708	6	Strategic Management
9	PHM709	6	Pharmaceutical International Business
10	PHM710	3	Advertising and Brand Management
11	PHM711	6	Market Research, Data Analysis and Data Management in Pharmaceutical
12	PHM712	3	Consumer Behavior
13	PHM713	3	Business Communication in the Pharmaceutical Industry
14	PHM714	3	Business Ethics and Indian Values
15	PHM715	6	Entrepreneurship Development in Pharmaceutical Industry
16	PHM716	3	Corporate Social Responsibility and Corporate Governance

For Institute of Health Management Research, Bangalore

Director

Dean Academic

Academic Council

IIHMR Bangalore management has formed an Academic Council with effect from December 1, 2020, till March 2023 for a period of three years.

The main objective of Academic Council is –

- Maintenance of quality and standards of academic program.
- Planning, Coordination, development, oversight, and review of academic program.
- Framing and revising /updating the contents of courses/modules.

The council constitutes of following members:

S. No	Name	Designation	Role
1	Dr. Usha Manjunath	Director, IIHMR Bangalore	Chairperson
2	Dr. Kirti Udayai	Associate Professor, IIHMR Bangalore	Member Secretary
3	Mr. Piyush Kumar	Associate Professor, IIHMR Bangalore	Member
4	Dr. Allen P Ugargol	Associate Professor, IIM Bangalore	Member
5	Dr. Selwyn Colaco	Chief Strategy Officer, Fortis Hospital	Member
6	Dr. Manjunatha R	Scientist – E, ICMR	Member
7	Dr. Mukund Kulkarni	Director, Quality Landmark, Healthcare	Member
8	Dr. Sanjeev Chandran	Director at Advanced Drug Delivery and Research, Invitro In vivo correlation Biopharmaceutics. Lupin ltd Global R&D Centers in Pune	Member
9	Mr. Sunish Nair	India Operations Lead - Tata Trust	Member

Dr. Usha Manjunath
Director IIHMR Bangalore

For Institute of Health Management Research, Bangalore

Director

IIHMR BANGALORE | INSTITUTE OF HEALTH MANAGEMENT RESEARCH

South Campus, IIHMR Group

Academic Advisory Council Meeting Minutes 2020

Date: 17th April 2020

Time: 11:00 AM

Venue: ZOOM

Participants:

Attendees	
	Dr. Selwyn Colaco, Chief Stategy officer at Cytecare Cancer Hospital
	Dr. Sajeev Chandran, Director at Advanced Drug Delivery and Research , Invitro Imuno corelation Bypharmasetex lumen Global R&D Centres in Pune
	Mr. C N Sunil Kumar, Regional Director, Narayana Health
	Dr. Chethana H S, Consultant Associate with Madhaval Group
	Dr. T.S.Syamala, Associate Professor at the Health Population Research Centre institute of Economic and social Change
	Dr. Uma Shankar, Principal of Padmashree School of Public Health
	Dr. Chandil Kumar, CEO, Aster Hospital, Bangalore
	Dr. Jyothi R Munavalli, Associate Professor - Department of ECE, BNMIT, Bangalore
	Dr. Usha Manjunath, Director - IIHMR Bangalore
	Dr. Allen P Ugargol, Dean - Academics & Student Affairs
	Mr. Satish Kumar Singh, Senior Officer - Academics

For Institute of Health Management Research,Bangalore

Director

For Institute of Health Management Research, Bangalore

Director

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Meeting minutes

- The meeting started at 11.00 AM by welcoming all the Committee members and with their Self Introduction. Dr. Usha Manjunath, Director briefed the committee members about IIHMR Bangalore.

- Introduction of Chair Dr. Selwin Colacho was done by Dr. Allen P Ugargol and then Dr. Selwin Colacho addressed the Committee by welcoming all the committee members suggestions and congratulated Dr. Usha Manjunath for carrying on the activities despite all the constrains of the pandemic.

- Dr. Usha Manjunath requested AAC members for their guidance related to academic activities. She stressed the importance of the soft skills and other skills in the future workforce and accordingly need for academic curriculum revision was required. She also highlighted the importance of application-based questions in the examination.

- Dr Allen highlighted how the course is creating the Concept and Technique of Modern Management and its application in Health Care organization by making students aware about core concept of management and health care delivery system. This course also helps in Inculcating the IT and Management skills in the student and also focuses on strategic training of the human resource system.

- Dr. Chandil congratulated the team of IIHMR Bangalore and expressed that they have carried out most of the things since the last AAC meeting.

- Mr. Sunil Kumar suggested Dr Usha Manjunath to consider and pursue the module on implementation of HIT projects.

- Dr Allen made a presentation update on the academic activities. He highlighted activities undertaken to revise the existing course curriculum. He also requested members to approve the revision of four modules i.e. "Introduction to Software Engineering and System Analysis & Design" to "Software Engineering Analysis & Design" (ii) "Healthcare IT Standards & Health Information Exchange" to "Interoperability Standards in Healthcare IT" (iii) EHR, EMR, Digital Imaging, Telemedicine, Technological Innovations in Healthcare" to "EMR/EHR Innovations in Healthcare IT" and (iv) Programming Basics & and Introduction to DBMS & ORDBMS" to "OOPs Basics and Database Management".

For Institute of Health Management Research, Bangalore

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Director

- Dr. Selwin suggested that there should be comprehensive revision of the curriculum. He focused on increasing the enrollments and extensive social media coverage.

- Dr. Sajeev suggested for introducing of E Pharmacy in Course since it's a new trend and Market need. He also advised to give Global Overview Should be given to the students such as supply chain management, Revenue (Global outcomes and content).

- Dr. Selwin Colacho told the committee that's it's an important area which needs attention. The students who are participating in the Program should strengthened their skills, Knowledge and should be employable. For all this perspective very close collaboration with industry is required. A plan should be made by IIHMR Bangalore for how they are going to increase the collaboration because the future and growth depends on this important area which will help in getting the students placed and do well in their career.

- Committee Member added a point that Health care Insurance is one important sector where IIHMR-B can extend collaboration which is the need of the hour. Placements opportunity and scope of Internship is also large in this area.

Meeting Conclusion by the Chair

Dr. Selwin Colacho thanked the committee on such a lengthy, intense discussion and giving valuable inputs which will help the management to put them in line of action and once again thanked the committee members for giving their time to participate.

Vote of Thanks by IIHMR-Bangalore Director

Dr. Usha Manjunath thanked the committee members for giving their precious time, efforts, and participation in the meeting.

For Institute of Health Management Research, Bangalore

Usha manjunath

Director

For Institute of Health Management Research, Bangalore

Usha manjunath

IIHMR BANGALORE Institute of Health Management Research, Bangalore

Academic Advisory Council Meeting at IIHMR Bangalore
Meeting of Minutes

Meeting	:	Academic Advisory Council
Date	:	10th May, 2019 (Friday)
Time	:	11:00 AM to 1:00 PM
Venue	:	Board Room, IIHMR Bangalore

Participants : Members Present

Dr. Selwyn Colaco	COO, Cytecare Hospitals, Bangalore (Former Regional Medical Director, South, Fortis Healthcare)
Mr. C.N.Sunil Kumar	Senior VP Strategy & Planning and Zonal Director-Operations, Narayana Health, Bangalore
Dr. H.S.N.Rao	Promoter, iServices, Bangalore
Dr. T.S.Syamala	Associate Professor, Population Research Center ISEC Bangalore
Dr. Uma Shankar	Principal, Padmashree School of Public Health
Dr. Chandil Kumar	CEO, Aster Hospital, Bangalore
Dr. Usha Manjunath	Director, IIHMR Bangalore
Dr. Manjunatha R	Associate Professor, IIHMR Bangalore
Dr. Kanagaraj R	Faculty Representative, IIHMR Bangalore
Ms. Pallavi Ray	Academic Team, IIHMR Bangalore

Leave of Absence

Dr. S.D.Gupta	Trustee Secretary, IIHMR Society
Dr. Subramaniyan M	Senior Manager, Sri Sathya Sai Institute of Higher Medical Sciences, Bangalore

Minutes of the Meeting: -

1. The meeting started with welcoming of all members by Director-Officiating & Dean-Academics and Student Affairs - Dr. Usha Manjunath.
2. All the members of council introduced themselves to understand each other.
3. Dr. Usha Manjunath presented on IIHMR, Bangalore & the role and objectives of the council was explained, and this Council will actively support the positioning of the Academic Program further.
4. Dr. Usha Manjunath presented the details regarding the Academic course and curriculum with students' background and placements details. Academic ties with Maastricht University, NH & Sakra World have supported Academic activities and hence more such tie ups will be done.
5. The discussion and action points are in the following areas:
   a. **Student Development**
      * Mr. Sunil Kumar C N discussed the salary concern of the nurses being paid, so Dr. Chandil Kumar overtaken and said that "in that IHMR has a role for good salary".

For Institute of Health Management Research, Bangalore

Director

For Institute of Health Management Research, Bangalore

Director

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ii. Dr.Syamala commented that Management executives are paid higher than the specialists.

iii. Dr. Uma Shankar & Dr.Selwyn commented on Govt's sensitizing on healthcare and informed that Health Management specialization will revamp with long term sustainable job.

iv. All members suggested for Skillset & Competencies improvement in our students for dynamic health sector.

b. **Programme Curriculum**

i. Dr. Selwyn suggested improving the focus and contents of the 1st Year courses - Hospital Planning, Demography & Hospital Services.

ii. Dr. Umashankar suggested that the Biostatistics course should be different for all specializations.

iii. Dr Usha Manjunath proposed a new module to be introduced to Health Specialization i.e. Applied Demography and Population Dynamics.

iv. Quality Management in Healthcare module has been revised and updated in all specialization

- Quality Assurance in Hospitals (HOM712) in Hospital Specialization.
- Quality Assurance in Healthcare (HEM712) in Health Specialization.
- Quality Assurance in Health IT (HIT712) in Health IT Specialization.

v. Mr. Sunil, Dr. Syamala & Dr. Chandil Kumar suggested including / improving the following in HRM course.

- Initial management,
- Quality,
- Basic behavior of the community & organization,
- How to handle the situation,
- How to behave

All members suggested that to improve on the above, 12 – 14 visits should be arranged for learning.

vi. All the members of council suggested that project work would be more appropriate for productive learning since students will be raw at the time of joining.

vii. Dr. Sunita suggested one project work for every six months or as per semester / term would be good. To enable it, tie-ups with hospitals to be increased.

viii. Dr. Selwyn suggested that students should plan and choose their project for industry requirements.

ix. Strategic Planning and Managed Care got revised and updated as Strategic Management in Hospitals (HOM708) in Hospital specialization, Strategic Management in Healthcare (HEM708) in Health Specialization, Strategic Management in Health IT (HIT708) in Health IT.

For Institute of Health Management Research, Bangalore

Usha manjunath
Director

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- Dr. Umashankar informed that Dissertation period is less, so quality of it will be poor. Hence it is suggested to start the process early for quality data & research output.
- Members' opinion was to rename Dissertation as Project or Research work. Based on the area of interest, project work can be allotted.
- Dr. Syamala's suggestions to include or improvise are mentioned below for better placements.
  - Focus on learning at each level.
  - Digging deep process in learning to be implemented for value add in the organizations.
  - Digital communication like LinkedIn, Twitter, etc.
  - Pre-presentation
  - Seminar series
  - Competence
  - Budgeting
  - Overall implementation
  - Feedback on organizations from students
- Dr. Umashankar, Dr.H.S.N. Rao & Dr. Selwyn suggested that faculty must inspire and create willingness in students for public health, since huge opportunities are ahead.
- All members suggested the following to be taught to the students as they are all industry expectations.
  - Efficiency of management to improve,
  - To include a class / workshop on how to apply for Tender and People Management.
  - Pair Modelling or renaming of few courses.
  - Encourage e-teaching.

For Institute of Health Management Research, Bangalore

Usha Manjunath

For Institute of Health Management Research, Bangalore

Director

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Institute of Health Management Research, Bangalore

Academic Advisory Council Meeting
at IIHMR Bangalore
Meeting of Minutes

Meeting	:	Academic Advisory Council
Date	:	3rd November 2018 (Saturday)
Time	:	11:00 AM to 1:00 PM
Venue	:	Board Room, IIHMR Bangalore
Participants	:	**Members Present**

Sr.No.	Name	Designation	Organization
1	Dr. Selwyn Colaco	Chief Operating Officer	Cytecare Hospitals, Bangalore
2	Mr. C.N. Sunil Kumar	Regional Director	Narayana Health, Bangalore
3	Dr. T.S. Syamala	Associate Professor	Population Research Center, ISEC, Bangalore
7	Mr. Baiju	Director	SapphireIMS
10	Dr.Usha Manjunath	Director	IIHMR Bangalore
11	Dr. Kanagaraj K.	Faculty Representative	IIHMR Bangalore
12	Dr.Majunatha	Faculty Representative	IIHMR Bangalore
13	Dr. Veena	Faculty	IIHMR Bangalore
13	Dr. Anil Sood	Faculty	IIHMR Bangalore
13	Dr. Sarala	Faculty	IIHMR Bangalore

Leave of Absence :

Sr.No.	Name	Designation	Organization
1	Dr. Uma Shankar	Principal	Padmashree School of Public School
2	Mr. H.S.N. Rao	Promoter	iServices
3	Dr. Chandil Kumar	CEO	Aster Hospital, Bangalore
4	Dr. Subramaniyan M	Senior Manager	Sri Satya Sai Institute of Higher Medical Sciences, Bangalore
5	Dr. S.D.Gupta	Chairman	IIHMR University, Jaipur
6	Dr. Shweta	Faculty Representative	IIHMR Bangalore
7	Dr. Gyan Chandra Kashyap	Faculty	IIHMR Bangalore
8	Dr. Mallikarjun Reddy	Faculty	IIHMR Bangalore

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For Institute of Health Management Research,Bangalore

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

Director

Usha manjunath.

Director

Minutes of the Meeting:-

1. Meeting started with a warm welcome to all members by Director - Dr. Usha Manjunath.
2. All the members of council introduced themselves to understand each other.
3. Dr. Usha Manjunath presented on behalf of IIHMR, Bangalore & the role and objectives of the council and hoped that this Council will actively support the positioning of the Academic Program further.
4. Dr. Usha Manjunath presented the details regarding to Academic course and curriculum with students' background and placements details. She also elaborated on the Academic ties with Maastricht University, NH & SakraWorld have supported Academic activities and hence more such tie ups will be done.
5. Dr. Selwyn Colaco was elected as the chairperson of the Academic Advisory Council 2018
6. The discussion and action points are in the following areas:

   a. **Student Development and Grooming**
      i. All members suggested to improve on the following skill set for students:
         - Basic behavior of the community & organization,
         - How to handle the situation,
         - How to behave
         - Group dynamics
         - Customer Relationship management
      ii. Mr. Sunil Kumar suggested the different skill sets like Data Mining , Artificial Intelligence, digital marketing etc. which a student should acquire before getting in the industry
      iii. Dr. Selwyn Colaco added to the same lines stating that communication skills and personality grooming should be the focus as students should learn the important skills like appropriate body language, writing formals emails, letters , etiquettes etc.
      iv. Mr. Sunil Kumar suggested that students should be adaptive and competent to join the revolution and be a part of this volatile industry.

   b. **Faculty Enhancement:**
      i. According to AAC committee faculty also has to keep on upgrading their skill set and it is only possible only when they will frequently interact with the industry and take up consultancy projects from various organization to enhance their knowledge.
      ii. Dr. Selwyn Colaco appreciated the progress we have done to broaden our faculty talent pool and retain the best faculty.

   c. **Programme Curriculum**
      i. Dr. Selwyn suggested improving the focus and contents of financial management and budgeting. Also, business models and costing should be part of the curriculum to give students an overall view of the organization.
      ii. Quality and Patient Safety revised as Quality Management in Hospitals (HOM712) in Hospital Specialization, Quality Management in Healthcare

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

Usha manjunath

Director

IIHMR BANGALORE — Institute of Health Management Research, Bangalore

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For Institute of Health Management Research, Bangalore

Usha Manjunath

Director

(HEM712) in Health Specialization and Quality Management in Health IT(HIT712) in Health IT specialization.

   iii. Dr. Syamala , Dr. Selwyn Colaco & Mr. Baiju suggested to include / improve the Data Analytics course by including the following points:

- Data collection
- Data analysis tools (hands on)
- Quality Tools (Practical)
- Also, test the ability to use these tools

   iv. Dr. C. N. Sunil Kumar and Dr. Selwyn suggested that faculty has to inspire and create willingness in students for public health and keep the program going, since huge opportunities are ahead for public health.

   v. Supply chain management module must be the core concentration for every specialization to understand all aspects of the healthcare industry.
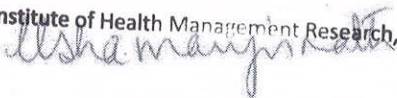
  d. **Industry and other stake holder engagement**

   i. Industry ties, Alumni ties and University collaboration to be strengthened.

   ii. Formalize visits by mentors to respective organizations during STP/Dissertation.

   iii. Improve Professional association for placements and research projects

7. The following points were appreciated by AAC:

- The faculty pool
- The student mix (army, experience, medical, non-medical)
- Faculty seminars
- Journal Club
- Hospital Observer ship

8. The meeting ended with vote of Thanks from Dr. Usha Manjunath.

For Institute of Health Management Research, Bangalore

Director

For Institute of Health Management Research, Bangalore

Director

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