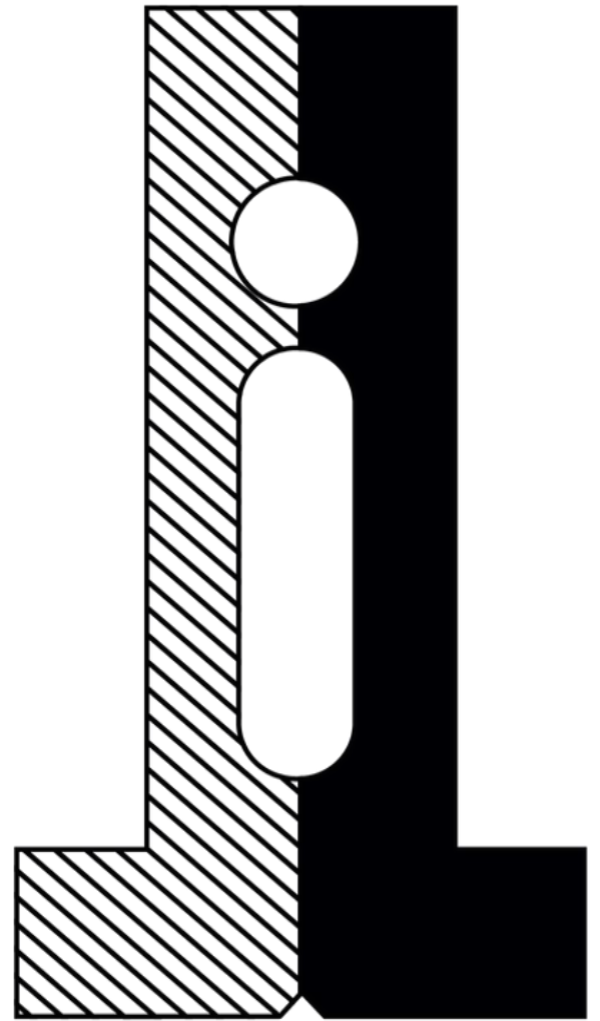




Institute of Health  
Management Research

# 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)



### 3.2.3

**(Percentage of teachers recognised as research guides as in the latest completed academic year)**

**INSTITUTE OF HEALTH MANAGEMENT RESEARCH**

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 GST No.: 29AAAT10517J1ZQ



**CRITERIA -3**  
**3.2.3**

NAAC 2024/DVV/3/-3.2.3

Date: 29/08/2024

|                             |  |
|-----------------------------|--|
| <b>Criteria</b>             | <b>Research, Innovations and Extension</b>   |
| <b>Key Indicator</b>        | <b>Resource Mobilization for Research</b>  |
| <b>Metric</b>               | Percentage of teachers recognised as research guides as in the latest completed academic year  |
| <b>DVV Clarifications</b>   | <ul style="list-style-type: none"> <li>e-copies of letters from the University indicating the name of the Guide / co-guide recognized</li> <li>Data pertaining to only teachers of the Institution during the assessment period</li> </ul>                     |
| <b>Documents As per SoP</b> | <p>1) E-copies of letters from the University indicating the name of the Guide / co-guide recognized attached (<b>Appendix-I</b>)</p> <p>2) Data pertaining to only teachers of the Institution during the assessment period attached (<b>Appendix-II</b>)</p> |
| <b>Document Link :</b>      | <a href="https://iihmbangalore.edu.in/naac/">https://iihmbangalore.edu.in/naac/</a>  |

  
 Criteria -3 Coordinator

  
  
 IQAC Coordinator

  
  
 Director

# **Cr-3.2.3**

## **APPENDIX I**

(E-copies of letters from the University indicating the name of the Guide / co-guide recognized attached)



2.4.2 Average percentage of full time teachers with Ph.D./D.M/M.Ch./D.N.B Superspeciality/D.Sc./D'Lit. during the last five years (20)

3.2.3 Percentage of teachers recognised as research guides (3)

3.4.2 Number of Ph.D's registered per teacher (as per the data given w.r.t recognized Ph.D guides/ supervisors provided at 3.2.3 metric) during the last five years (5)

| Name of full time teacher with Ph.D./D.M/M.Ch./D.N.B Superspeciality/D.Sc./D'Lit. | Qualification (Ph.D./D.M/M.Ch./D.N.B Superspeciality /D.Sc./D'Lit. ) and Year of obtaining | Whether recognised as research Guide for Ph.D./D.M/M.Ch./D.N.B Superspeciality /D.Sc./D'Lit. | Year of Recognition as Research Guide/Co-Guide | Is the teacher still serving in the institution/If not last year of the service of Faculty in the Institution | Name of the Research scholar               | Year of registration of the scholar | Guide allotment letter web link to be provided |
|---|--|--|--|---|--|-------------------------------------|--|
| Dr. Usha Manjuanth  | PhD, 2008  | Yes  | 2018 (Co-Guide)                                | Yes   | Dr. Rajeshwari B. S, Maastricht University | 2015                                | Yes  |
|   |  |  |  | Yes   | Ms Dhanya Anna Kurian, Amity University    | 2020                                | Yes  |
|   |  |  | 2021   | Yes   | Dr. Deepashree M R, IIHMR University       | 2021                                | Yes  |
|   |  |  | 2023   | Yes   |  | 2023                                | Yes  |
| Dr. Sarala Raju   | PhD, 2011  | Yes  | 2023   | Yes   |  |                                     | Yes  |
| Dr. Kirti Udayai  | PhD 2019   | Yes  | 2023   | No, April 2024  |  |                                     | Yes  |
| Dr. Amita Mukhopadhyay  | MD 2007  | Yes  | 2023   | Yes   |  |                                     | Yes  |
| Dr. Gyan Chandra Kashyap  | PhD 2018   | Yes  | 2023   | Yes   |  |                                     | Yes  |

*R. Saha*

IQAC Coordinator

For Institute of Health Management Research, Bangalore

*Usha Manjuanth*  
Director

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GST No.: 29AAAT10517J1ZQ



|                          |          |     |      |     |  |  |     |
|--------------------------|----------|-----|------|-----|--|--|-----|
| Dr. Rajeshwari B S       | PhD 2020 | Yes | 2023 | Yes |  |  | Yes |
| Dr. Jyoti Vijay          | PhD 2018 | Yes | 2023 | Yes |  |  | Yes |
| Dr. Subodh S<br>Satheesh | PhD 2020 | Yes | 2023 | Yes |  |  | Yes |

IQAC Coordinator

For Institute of Health Management Research, Bangalore

Director-IIHMRB  
Director

IQAC Coordinator  
 Institute of Health  
Management Research

Aan: prof.dr. O. van Schayck  
Vakgroep Huisartsgeneeskunde  
Debl

C.c.: mw. L. Cuppens

|                   |                    |                       |                   |
|-------------------|--------------------|-----------------------|-------------------|
| <i>Uw kenmerk</i> | <i>Ons kenmerk</i> | <i>Doorkiesnummer</i> | <i>Maastricht</i> |
| OvS/SW/006/2015   | 15.0520            | 043-38 71330          | 16-03-2015        |

**Betreft:** samenstelling promotieteam

Geachte prof. Van Schayck, beste Onno,

Naar aanleiding van jouw verzoek d.d. 2 maart 2015 over de samenstelling van het promotieteam van mevrouw Rajeshwari kan ik je als volgt berichten.

Je stelt voor het promotieteam te laten bestaan uit 4 (co-)promotoren. Gezien het feit dat in jouw voorstel sprake is van betrokkenheid van een extern werkzame (co-)promotor, te weten prof. Usha Manunath van het Institute of Health Management Research in Bangalore, ben ik bereid af te wijken van de beleidslijn van maximaal 3 (co-)promotoren en stem ik in dit geval in met een team van 4 (co-)promotoren.

Met vriendelijke groet,

prof.dr. A.J.J.A. Scherpbier,  
decaan FHML

*Secretariaat*

T (043) 38 71325  
F (043) 38 75995

*Bezoekadres*

P. Debyelaan 25  
6229 HX Maastricht

*Postadres*

Postbus 616  
6200 MD Maastricht

For Institute of Health Management Research, Bangalore

*Usha Manunath*

Director

From: Dr. Shikha Kapoor <skapoor2@amity.edu>

Sent: Thursday, October 15, 2020 4:48 PM

To: Usha Manjunath <usha@iihmr.org>

Cc: Prof. (Dr.) Gurinder Singh, <gsingh@amity.edu>; Bhawna Kumar <bkumar@amity.edu>; Dr. Namrata Pancholi <npancholi@amity.edu>

Subject: Invitation of ODC of Ms Dhanya Anna Kurian Scholar of AIBS

Dr. Usha Manjunathl,  
Professor and Dean  
- Academics and Student Affaires,  
IIHMR, Bengaluru

**Dr Usha Manjunathl**

Amity International Business School , Amity University , Noida invites you as an co Guide member conducting a Oral Defence Committee for review of PhD Thesis of Ms Dhanya Anna Kurian **Enroll No A 1830314001** (Part –Time) for the award of Ph.D. Degree in Management.

The conduct of ODC is as per the following details

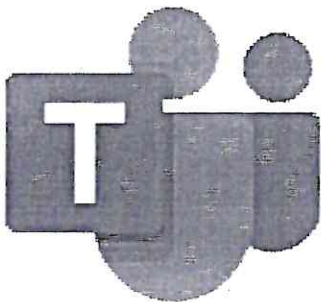
Date : 16th Oct 2020

Time - 12 noon -1pm

ToTopic : Corporate Social Responsibility: Impact of Companies Act, 2013 (through analysis of select companies)

MS Team Link-<https://teams.microsoft.com/l/meetup->

[/19%3ae03da09272ce49f5855e094c04a72b19%40thread.tacv2/1602759408560?context=%7b%22Tid%22%3a%228d46a076-d093-416d-a57b-8692cde13bf8%22%2c%22Oid%22%3a%2296907531-4005-4deb-ab71-375fda8ac794%22%7d](https://teams.microsoft.com/j/19%3ae03da09272ce49f5855e094c04a72b19%40thread.tacv2/1602759408560?context=%7b%22Tid%22%3a%228d46a076-d093-416d-a57b-8692cde13bf8%22%2c%22Oid%22%3a%2296907531-4005-4deb-ab71-375fda8ac794%22%7d)



Join conversation

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Director



**Regards**

**Dr. Shikha Kapoor**

Professor & Area Chairperson - HR & OB

Program Director - Ph.D. Program

Editor- Amity Global HRM Review

[www.amity.edu/AGHRMR](http://www.amity.edu/AGHRMR)

Amity International Business School

Amity University Campus

Sector 125, Noida

tel 0120-4392000 Ext -1508

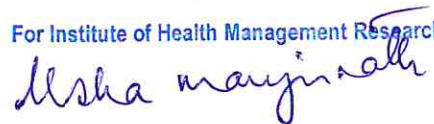
Mobile -9810496861

[www.drshikhakapoor.com](http://www.drshikhakapoor.com)

<http://www.youtube.com/user/sanshiks123>

<https://www.linkedin.com/in/dr-shikha-kapoor-40633114/>

For Institute of Health Management Research, Bangalore



Director

**Ms. Chandini**

---

**From:** DeepashreeM R <deepashree.j21@iihmr.in>  
**Sent:** 04 May 2022 10:22  
**To:** PhD. IIHMR  
**Cc:** Prashant Sharma; Arindam Das  
**Subject:** Re: Supervisor allocation Allotment of Ph. D Supervisor for Ph. D programme 2022

Dear PhD Cell,

Thank you for update and I accept it.

This is to bring to your attention that I have chosen, **Dr Usha Manjunath - Professor and Director, IIHMR B** as my co supervisor.

Please let me know if anything required.

with regards

Dr Deepashree M R

---

**From:** PhD. IIHMR <phd@iihmr.edu.in>  
**Sent:** Saturday, April 30, 2022 3:46 PM  
**To:** DeepashreeM R <deepashree.j21@iihmr.in>  
**Cc:** Prashant Sharma <prashant@iihmr.edu.in>; Arindam Das <arindam@iihmr.edu.in>  
**Subject:** Supervisor allocation Allotment of Ph. D Supervisor for Ph. D programme 2022

Ref. No. IIHMR U/Ph.D./2022  
April 30, 2022

Ms. Deepashree M R  
#319, Near Thimma Reddy  
Layout,  
Hulimangala, Electronic City - 1,  
Bengaluru Urban  
Bangalore-560105  
Karnataka  
Mob: 9036785102

Dear Ms. Deepashree M R,

We are glad to inform you that as you have completed the minimum qualifying requirements for registration for the Ph.D. program, you have been registered to pursue Ph.D. at IIHMR University Jaipur.

As per your discussion with Dr. Goutam Sadhu, we are happy to inform you that **Dr. Goutam Sadhu** will be your guide for your thesis.

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

You are advised to contact your supervisor to proceed further for the requirements of the Ph.D. program including research papers presentations in the conferences, publication of the research article(s), and writing, submission, and defending of the thesis thereafter.

You are required to submit the duly approved progress reports every semester and other details as per the requirement of the program.

With best wishes,

Dr. Prashant Sharma,  
Ph.D. Coordinator

For Institute of Health Management Research, Bangalore

*Asha Manjunath*

Director

Ref. No IIMR-B/DIR/2023-2024/251  
Date: 1<sup>st</sup> August 2023

## INSTITUTE OF HEALTH MANAGEMENT RESEARCH

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GST No.: 29AAATI0517J1Z0



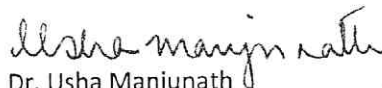
### Notification

**Subject:** Constitution of the Board of Studies for Fellow Program in Management in Institute of Health Management Research, Bangalore

In accordance with regulations of the AICTE, New Delhi, Institute of Health Management Research, Bangalore has constituted the Board of Studies for Fellow Program in Management in the Hospital and Healthcare Management as follows. This will be in force until further orders.

This Board of Studies shall be responsible for approval of the curriculum of the Course Work of FPM, the constitution and approval of the Research Advisory Committee, and oversee the allocation of the guides and academic progress for the FPM Scholars. The Committee is also responsible for the selection of the Thesis Evaluation Committee for evaluation of the thesis and provide guidelines for thesis evaluation.

| Board of Studies |                           |                  |   |
|------------------|---------------------------|------------------|---|
| Sl No            | Name of Person            | Designation      | Designation & Affiliation   |
| 1                | Dr. Usha Manjunath        | Chairperson      | Professor & Director, IIHMR, Bangalore  |
| 2                | Dr. G. V. R. K. Acharyulu | Member           | Professor, University of Hyderabad  |
| 3                | Dr. Jyoti Munavalli       | Member           | Professor, BNMIT, Bangalore   |
| 4                | Dr. Allen Ugargol         | Member           | Associate Professor, IIM, Bangalore   |
| 5                | Dr. Dhrubojyoti Mukherjee | Member           | Associate Professor, SVKM's Narsee Monje Institute of Management Studies, Shirpur |
| 6                | Dr. Amita Mukhopadhyay    | Member           | Professor, IIHMR, Bangalore   |
| 7                | Dr. Kirti Udayai          | Member           | Associate Professor, IIHMR, Bangalore   |
| 8                | Dr. Sarala Raju           | Member           | Associate Professor, IIHMR, Bangalore   |
| 9                | Dr. Rajeshwari B. S.      | Member Secretary | Assistant Professor, IIHMR, Bangalore   |

  
Dr. Usha Manjunath  
Director, IIHMR Bangalore



For Institute of Health Management Research, Bangalore  
  
Director

**NOTIFICATION**

I, Prof. Usha Manjunath, Director, IIHMR, Bangalore on behalf of The Institute of Health Management Research, Bangalore, hereby confirm that the following candidates have been admitted to the Fellow Program in Management (Hospital and Healthcare Management) for the academic year 2023-24.

| Serial No | Registration Number | Name                  | Degrees awarded                   | Year of Passing the last Degree | Category |
|-----------|---------------------|-----------------------|-----------------------------------|---------------------------------|----------|
| 1         | FPM_2023-26_001     | Sohan Sanjeev Poojari | BSC, PGDHM                        | 2007                            | OBC      |
| 2         | FPM_2023-26_002     | NagaSubramainam       | MBBS, D A                         | 2003                            | OBC      |
| 3         | FPM_2023-26_003     | Ravi Basu Rathod      | MBBS                              | 2001                            | SC       |
| 4         | FPM_2023-26_004     | Kaku Mayur Vinaykumar | MBBS, MS,<br>M.Ch<br>Neurosurgery | 2016                            | General  |

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Name: Prof. Usha Manjunath

Director

Designation: Director

Place: Bangalore

Date: 10/9/2023



IIHMR-B/DIR/2023-24/298

Date: 19-12-2023

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GST No.: 29AAATI0517J1ZQ



### Notification

In accordance with the regulations of the AICTE, New Delhi, and approval from the Board of Studies for Fellow Program in Management in the Hospital and Healthcare Management, it is hereby communicated that Dr. Usha Manjunath, Professor, IIHMR, Bangalore, is appointed as Guide for the Fellow Program in Management in the Hospital and Healthcare Management at Institute of Health Management Research, Bangalore from the year 2023. The student allocation will be done every year based on her expertise and the needs of the FPM scholars.

**Dr. Usha Manjunath,**



*Usha Manjunath*  
**Chairperson, Board of Studies**  
Fellow Program in Management

Institute of Health Management Research, Bangalore

Copy to:

**Dr. Usha Manjunath,**

Professor, IIHMR, Bangalore

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Director

IHMR-B/DIR/2023-24/295

Date: 19-12-2023

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### Notification

In accordance with the regulations of the AICTE, New Delhi, and approval from the Board of Studies for Fellow Program in Management in the Hospital and Healthcare Management, it is hereby communicated that Dr. Sarala Raju, Associate Professor, IIIIMR, Bangalore, is appointed as Guide for the Fellow Program in Management in the Hospital and Healthcare Management at Institute of Health Management Research, Bangalore from the year 2023. The student allocation will be done every year based on her expertise and the needs of the FPM scholars.



**Dr. Usha Manjunath,**

*Usha Manjunath*  
**Chairperson, Board of Studies**  
Fellow Program in Management

Institute of Health Management Research, Bangalore

Copy to:

**Dr. Sarala Raju,**

Associate Professor, IIHMR, Bangalore

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Director

IIHMR-B/DIR/2023-24/296

Date: 19-12-2023

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**Notification**

In accordance with the regulations of the AICTE, New Delhi, and approval from the Board of Studies for Fellow Program in Management in the Hospital and Healthcare Management, it is hereby communicated that Dr. Kirthi Udayai, Associate Professor, IIHMR, Bangalore, is appointed as Guide for the Fellow Program in Management in the Hospital and Healthcare Management at Institute of Health Management Research, Bangalore from the year 2023. The student allocation will be done every year based on her expertise and the needs of the FPM scholars.

**Dr. Usha Manjunath,**



*Usha Manjunath*  
**Chairperson, Board of Studies**

Fellow Program in Management

Institute of Health Management Research, Bangalore

Copy to:

**Dr. Kirthi Udayai,**

Associate Professor, IIHMR, Bangalore

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

*Usha Manjunath*

**Director**



IIHMR-B/DIR/2023-24/299

Date: 19-12-2023

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Toll Free No. 1800-572-2728

GST No.: 29AAAT10517J1ZQ



### Notification

In accordance with the regulations of the AICTE, New Delhi, and approval from the Board of Studies for Fellow Program in Management in the Hospital and Healthcare Management, it is hereby communicated that Dr. Pankaj Rahi, Associate Professor, IIHMR, Bangalore, is appointed as Guide for the Fellow Program in Management in the Hospital and Healthcare Management at Institute of Health Management Research, Bangalore from the year 2023. The student allocation will be done every year based on his expertise and the needs of the FPM scholars.

**Dr. Usha Manjunath,**



*Usha Manjunath*

**Chairperson, Board of Studies**

**Fellow Program in Management**

Institute of Health Management Research, Bangalore

Copy to:

**Dr. Pankaj Rahi,**

Associate Professor, IIHMR, Bangalore

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Director

IIHMR-B/DIR/2023-24/297

Date: 19-12-2023

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Toll Free No. 1800-572-2728  
GST No.: 29AAATI0517J1ZQ



### Notification

In accordance with the regulations of the AICTE, New Delhi, and approval from the Board of Studies for Fellow Program in Management in the Hospital and Healthcare Management, it is hereby communicated that Dr. Amita Mukhopadhyay, Professor, IIHMR, Bangalore, is appointed as Guide for the Fellow Program in Management in the Hospital and Healthcare Management at Institute of Health Management Research, Bangalore from the year 2023. The student allocation will be done every year based on her expertise and the needs of the FPM scholars.

**Dr. Usha Manjunath,**



*Usha Manjunath*  
**Chairperson, Board of Studies**  
**Fellow Program in Management**

Institute of Health Management Research, Bangalore

Copy to:

**Dr. Amita Mukhopadhyay,**  
Professor, IIHMR, Bangalore

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Director.

IIHMR-B/DIR/2023-24/302

Date: 19-12-2023

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Website: www.iihmrbangalore.edu.in  
Toll Free No. 1800-572-2728  
GST No.: 29AAATI0517J1Z0



### Notification

In accordance with the regulations of the AICTE, New Delhi, and approval from the Board of Studies for Fellow Program in Management in the Hospital and Healthcare Management, it is hereby communicated that Dr. Gyan Chandra Kashyap., Assistant Professor, IIHMR, Bangalore, is appointed as Co-Guide for the Fellow Program in Management in the Hospital and Healthcare Management at Institute of Health Management Research, Bangalore from the year 2023. The student allocation will be done every year based on his expertise and the needs of the FPM scholars.

**Dr. Usha Manjunath,**



*Usha Manjunath*  
**Chairperson, Board of Studies**

Fellow Program in Management

Institute of Health Management Research, Bangalore

Copy to:

**Dr. Gyan Chandra Kashyap,**  
Assistant Professor, IIHMR, Bangalore

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Director

IIHMR-B/DIR/2023-24/300

Date: 19-12-2023

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Toll Free No. 1800-572-2728  
GST No.: 29AAATI0517J1ZQ



### Notification

In accordance with the regulations of the AICTE, New Delhi, and approval from the Board of Studies for Fellow Program in Management in the Hospital and Healthcare Management, it is hereby communicated that Dr. Rajeshwari B. S., Assistant Professor, IIHMR, Bangalore, is appointed as Co-Guide for the Fellow Program in Management in the Hospital and Healthcare Management at Institute of Health Management Research, Bangalore from the year 2023. The student allocation will be done every year based on her expertise and the needs of the FPM scholars.



**Dr. Usha Manjunath,**

*Usha Manjunath*  
Chairperson, Board of Studies  
Fellow Program in Management

Institute of Health Management Research, Bangalore

Copy to:

**Dr. Rajeshwari B. S.,**  
Assistant Professor, IIHMR, Bangalore

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director

IIHMR-B/DIR/2023-24/301

Date: 19-12-2023

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GST No.: 29AAAT10517J1ZO



### Notification

In accordance with the regulations of the AICTE, New Delhi, and approval from the Board of Studies for Fellow Program in Management in the Hospital and Healthcare Management, it is hereby communicated that Dr. Jyothi Vijay., Assistant Professor, IIHMR, Bangalore, is appointed as Co-Guide for the Fellow Program in Management in the Hospital and Healthcare Management at Institute of Health Management Research, Bangalore from the year 2023. The student allocation will be done every year based on her expertise and the needs of the FPM scholars.

**Dr. Usha Manjunath,**



*Usha Manjunath*

**Chairperson, Board of Studies**

**Fellow Program in Management**

**Institute of Health Management Research, Bangalore**

Copy to:

**Dr. Jyothi Vijay,**

Assistant Professor, IIHMR, Bangalore

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director

IIHMR-B/DIR/2023-24/303

Date: 19-12-2023

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Toll Free No. 1800-572-2728  
GST No.: 29AAATI0517,1ZQ



### Notification

In accordance with the regulations of the AICTE, New Delhi, and approval from the Board of Studies for Fellow Program in Management in the Hospital and Healthcare Management, it is hereby communicated that Dr. Subodh S Satheesh., Assistant Professor, IIHMR, Bangalore, is appointed as Co-Guide for the Fellow Program in Management in the Hospital and Healthcare Management at Institute of Health Management Research, Bangalore from the year 2023. The student allocation will be done every year based on his expertise and the needs of the FPM scholars.

**Dr. Usha Manjunath,**



*Usha Manjunath*  
**Chairperson, Board of Studies**

**Fellow Program in Management**

**Institute of Health Management Research, Bangalore**

Copy to:

**Dr. Subodh S Satheesh,**

**Assistant Professor, IIHMR, Bangalore**

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

*Usha Manjunath*  
**Director**

IIHMR-B/DIR/FPM/2024-25/037  
1<sup>st</sup> July 2024

INSTITUTE OF HEALTH MANAGEMENT RESEARCH

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Toll Free No. 1800-572-2728  
GST No. 29AAAT0517J1Z0



To,

Mr. Sohan Sanjeev Poojari,  
FPM Scholar, Reg No: FPM\_2023-26\_001  
IIHMR Bangalore

Dear Mr. Sohan Sanjeev Poojari,

Subject: Allocation of Research Advisory Committee, Guide, and Co-guide for the FPM Thesis

This is to inform you that the following Research Advisory Committee along with Guide, and Co-guide, will be overseeing your thesis titled "Studying patient harm and errors in healthcare, analyze degree of underlying causes and implement robust practices by applying principles of systems thinking and high reliability on improving patient safety, reducing patient harm and healthcare risks thus making healthcare safer, reliable and resilient."

**Research Advisory Committee, Guide and Co-Guide**

| Sl No | Name, Designation, and Affiliation  | Role         |
|-------|---|--------------|
| 1     | Dr. Lallu Joseph, Quality Manager, CMC Vellore                                    | RAC member 1 |
| 2     | Dr. Chethana H. S., Quality & Legal Advisor, Motherhood Hospital, Bangalore       | RAC member 2 |
| 3     | Dr. Raghavendra Hallur, Assistant General Manager, Motherhood Hospital, Bangalore | RAC member 3 |
| 4     | Dr. Amita Mukhopadhyay, Professor, IIHMRB   | Guide        |
| 5     | Dr. Subodh. S Satheesh, Assistant Professor, IIHMRB                               | Co-Guide     |

We wish you success.

*Usha Manjunath*  
Dr. Usha Manjunath  
Professor & Director

Institute of Health Management Research, Bangalore



Copy to:

1. Dr. Lallu Joseph, Quality Manager, CMC Vellore
2. Dr. Chethana H. S., Quality & Legal Advisor, Motherhood Hospital, Bangalore
3. Dr. Raghavendra Hallur, Assistant General Manager, Motherhood Hospital, Bangalore
4. Dr. Amita Mukhopadhyay, Professor, IIHMRB
5. Dr. Subodh. S Satheesh, Assistant Professor, IIHMRB

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
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IIHMR-B/DIR/FPM/2024-25/038  
1<sup>st</sup> July 2024

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To,

Dr. Naga Subramaniam,  
FPM Scholar, Reg no: FPM\_2023-26\_002  
IIHMR Bangalore

Dear Dr. Naga Subramaniam,

Subject: Allocation of Research Advisory Committee, Guide, and Co-guide for the FPM Thesis

This is to inform you that the following Research Advisory Committee along with Guide, and Co-guide will be overseeing your thesis titled "Democratization of Air Ambulance services – Current Reality & Challenges to overcome for future feasibility."

**Research Advisory Committee, Guide and Co-Guide**

| Sl No | Name, Designation, and Affiliation  | Role         |
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| 1     | Dr. Smitha Kashiramka, Professor, IIT, Delhi  | RAC member 1 |
| 2     | Dr. S C Nagendra Swamy, President, Ramaiah Memorial Hospital, Bangalore   | RAC member 2 |
| 3     | Mr. Sunil Kumar C N, Senior Vice-President & Head-Business Transformation & Key Initiatives, Narayana Health, Bangalore | RAC member 3 |
| 4     | Dr. Sarala R, Professor, IIHMRB   | Guide        |
| 5     | Dr. Gyan Chandra Kashyap, Associate Professor, IIHMRB   | Co-Guide     |

We wish you success.

*Usha Manjunath*

Dr. Usha Manjunath  
Professor & Director  
Institute of Health Management Research, Bangalore



Copy to:

1. Dr. Smitha Kashiramka, Professor, IIT, Delhi
2. Dr. S C Nagendra Swamy, President, Ramaiah Memorial Hospital, Bangalore
3. Mr. Sunil Kumar C N, Senior Vice-President & Head-Business Transformation & Key Initiatives, Narayana Health, Bangalore
4. Dr. Sarala R, Professor, IIHMRB
5. Dr. Gyan Chandra Kashyap, Associate Professor, IIHMRB

For Institute of Health Management Research, Bangalore

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IHM-B/DIR/FPM/2024-25/039  
1<sup>st</sup> July 2024

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To,

Mr. Dr. Ravi Basu Rathod,  
FPM Scholar,  
Reg no: FPM\_2023-26\_003  
IIHMR Bangalore

Dear Dr. Ravi Basu Rathod,

Subject: Allocation of Research Advisory Committee, Guide, and Co-guide for the FPM Thesis

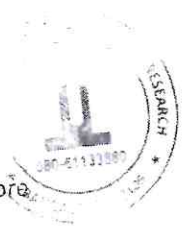
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**Research Advisory Committee, Guide and Co-Guide**

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| 1     | Dr. Smitha Kashiramka, Professor, IIT, Delhi                              | RAC member 1 |
| 2     | Dr. S C Nagendra Swamy, President, Ramaiah Memorial Hospital, Bangalore   | RAC member 2 |
| 3     | Dr. Amitha Marla, Director- Medical Administration, AJ Hospital Mangalore | RAC member 3 |
| 4     | Dr. Usha Manjunath, Professor, IIHMRB                                     | Guide        |
| 5     | Dr. Rajeshwari B. S., Associate Professor, IIHMRB                         | Co-Guide     |

We wish you success.

*Usha Manjunath*  
Dr. Usha Manjunath  
Professor & Director  
Institute of Health Management Research, Bangalore



Copy to:

1. Dr. Smitha Kashiramka, Professor, IIT, Delhi
2. Dr. S C Nagendra Swamy, President, Ramaiah Memorial Hospital, Bangalore
3. Dr. Amitha Marla, Director- Medical Administration, AJ Hospital Mangalore
4. Dr. Usha Manjunath, Professor, IIHMRB
5. Dr. Rajeshwari B. S., Associate Professor, IIHMRB

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
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IIHMR-B/DIR/FPM/2024-25/040  
1<sup>st</sup> July 2024

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To,

Dr. Kaku Mayur Vinay Kumar,  
FPM Scholar, Reg no: FPM\_2023-26\_004  
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Dear Dr. Kaku Mayur Vinay Kumar,

Subject: Allocation of Research Advisory Committee, Guide, and Co-guide for the FPM Thesis

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**Research Advisory Committee, Guide and Co-Guide**

| Sl No | Name, Designation, and Affiliation  | Role         |
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| 1     | Dr. Samuel N J David, Associate Director, HR & Administration, Christian Medical College Hospital Ludhiana, Punjab      | RAC member 1 |
| 2     | Mr. Sunil Kumar C N, Senior Vice-President & Head-Business Transformation & Key Initiatives, Narayana Health, Bangalore | RAC member 2 |
| 3     | Dr. Amitha Marla, Director- Medical Administration, AJ Hospital Mangalore   | RAC member 3 |
| 4     | Dr. Usha Manjunath, Professor, IIHMRB   | Guide        |
| 5     | Dr. Rajeshwari B. S., Associate Professor, IIHMRB   | Co-Guide     |

We wish you success.

*Usha Manjunath*

Dr. Usha Manjunath  
Professor & Director

Institute of Health Management Research, Bangalore



Copy to:

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2. Mr. Sunil Kumar C N, Senior Vice-President & Head-Business Transformation & Key Initiatives, Narayana Health, Bangalore
3. Dr. Amitha Marla, Director- Medical Administration, AJ Hospital Mangalore
4. Dr. Usha Manjunath, Professor, IIHMRB
5. Dr. Rajeshwari B. S., Associate Professor, IIHMRB

For Institute of Health Management Research, Bangalore

*Usha Manjunath*

Director

## **Cr-3.2.3**

### **APPENDIX II**

(Data pertaining to only teachers of  
the Institution during the assessment  
period)

SWRO-43373811254

DETAILED PROJECT REPORT  
for Introduction of New Course  
FELLOW PROGRAM IN MANAGEMENT  
at  
INSTITUTE OF HEALTH MANAGEMENT  
RESEARCH, BANGALORE

Date:1/4/2023

Address:

No 319, Thimma Reddy Layout, Hulimangala Road,  
Electronic City Phase 1, Bengaluru, Karnataka 560105



INSTITUTE OF HEALTH MANAGEMENT RESEARCH

South Campus, IIHMR Group

For Institute of Health Management Research, Bangalore

*Lisha Manjunath*

Director

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For Institute of Health Management Research, Bangalore

*Alsha Manjunath*  
Director

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SWRO-43373811254

For Institute of Health Management Research, Bangalore

*Alsha Rajmuth*  
Director



**DETAILED PROJECT REPORT (DPR) FOR ADDITIONAL COURSES AT  
INSTITUTE OF HEALTH MANAGEMENT RESEARCH AT BANGALORE  
(An Institution Accredited by the National Board of Accreditation - AICTE)**

## **1 PREAMBLE**

### **1.1 Introduction**

The global health scenario is undergoing a rapid transition due to changing disease burden and emergence of new infections and diseases. The health systems has numerous challenges like increasing inequity in healthcare, reduced access and availability of quality and affordable healthcare. Further, the cost of healthcare has been on the rise with rapid advances in medical and healthcare technology. In recent times, there has been increasing focus on improving the efficiency and effectiveness of healthcare systems through research, innovations, technological improvement, and management leadership. The emerging trends in healthcare and needs of the health systems necessitates 'New Public Health' that would require a new set of competencies over and above the conventional public health knowledge and skills to develop public health policies, to promote health of the individuals and the society, to prevent emerging and reemerging diseases and chronic diseases, to foster society equity within a framework of sustainable development, to reduce risk factor, to enhance efficiency and effectiveness of healthcare through management processes, and provide healthcare at the affordable cost.

The **Institute of Health Management Research, Bangalore (IIHMR-B)** has been established under the aegis of the society, Indian Institute of Health Management Research, Jaipur for bringing improvements in health and allied discipline set ups through education, research, and training.

**Institute of Health Management Research, Bangalore** got approval from AICTE in June, 2010 to run two year full-time Post Graduate Diploma in Hospital and Health Management.

Indian Institute of Health Management Research Society Jaipur was established on October 5, 1984 under the Rajasthan Society Registration Act 1958. In order to cater to the growing needs of health and hospital professionals both in India and abroad, the Society established the Institute with the focus on national and international health in Bangalore and New Delhi.

### **1.2 Background of the Consultant**

The society established the Institute of Health Management Research (IIHMR), Bangalore in 2004 as the South Campus of IIHMR, Jaipur. In the year 2010, the Institute acquired AICTE approval for its Post Graduate Diploma in Health and Hospital Management (PGDHM), a flagship Program in which Knowledge, Research and Training create a distinctive edge for developing Managers for the Hospital and Healthcare Industry. IIHMR, Bangalore leverages on the collective strength of nearly 70 faculty across campuses of the Institutes at Jaipur, Bangalore, and Delhi.

IIHMR, Bangalore also provides short term training programs like Effective Hospital Management, Healthcare Leadership and many customized trainings for Hospital and Healthcare organizations to improve the skill set of working professionals. IIHMR, Bangalore has a proven track record of doing high-end research work in the areas of Hospital and Healthcare Management Research and Training.

For Institute of Health Management Research, Bangalore

*Usha Nayyar*  
Director

The Institute of Health Management Research has been developed at Bangalore with inputs from eminent scientists, academicians, health administrators, policy makers, philanthropists and entrepreneurs from both India and abroad. It is working for promotion of health system research, healthcare management and health policy and planning in this country. The growth and development of the Institute within a short span of time is phenomenal. The research reports being published by the Institute are of a high standard and are appreciated by the donor agencies and the state government. Slowly but steadily the Institute has grown and is now a centre for excellence in the field of Health, Hospital, Health IT and Pharma Management.

In the year 2015, IIHMR, Bangalore became an educational Institution in India to be accredited by NABET as Hospital and Healthcare Consultant Organization for NABH Standards. IIHMR, Bangalore assist hospitals and other healthcare organizations for NABH accreditation from QCI (Quality Council of India).

The vision of the Institute of Health Management Research, Bangalore is to create a leading health management education and multidisciplinary research institution that will best serve the betterment of society.

The Mission of the Institute of Health Management Research, Bangalore is to be an institution dedicated to improvement in standards of health through better management of healthcare and related programs. It seeks to accomplish this through management research, training, consultation, and institutional networking from a national and global perspective.

The Institute has three main activities:

- Long-term education programs in management
- Research and consultancy in Health and Hospital management
- Short-term training programs in Health, Hospital, Health IT and Pharma management

Given its extensive experience in research in healthcare management, the institute proposes to start a FELLOW PROGRAM IN MANAGEMENT - Hospital and Healthcare Management in the academic session starting from July, 2023 at IIHMR, Bangalore.

**Details of Research and Training work done by IIHMR, Bangalore in the past is as follows:**

#### Research

| Research Projects  |  |
|--------------------|--|
| SL No              | Title of the project   |
| Project in 2022-23 |  |
| 1                  | Entry level NABH Accreditation for Maiya Hospital Bangalore (5th edition)  |
| 2                  | Full NABH Accreditation for CDSIMER (5th edition)  |
| 3                  | Evaluation of Impact of ICDS Program (including Poshan Abhiyan) in Karnataka State in terms of Improving Nutritional Status of Women and Children for promoting the achievement of nutritional targets under Sustainable Developmental Goal -2 for the period 2015-16 to 2020-21 |
| 4                  | 360-degree assessment of the Ability and Quality of Community Health Officers for management of Common Health Conditions” – Development of tool for Evaluation   |

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

|                       |   |
|-----------------------|---|
| 5                     | Preventive Healthcare and Nutrition: Understanding Urban Poor Communities Perceptions, Practices and Behaviours from Maharashtra  |
| 6                     | Early Childhood Care and Development (ECCD) and Community Program in Urban Slums of Bangalore   |
| 7                     | Assessment of the Design and Functionality of Portable Hospitals built by the American Indian Foundation  |
| 8                     | Impact Assessment Capacity Building of Program ATELC in the state of Kerala   |
| 9                     | Providing Technical Support for Creating inclusive work culture and Barrier Free Environment at ITC Food, Nanjanagud  |
| Projects in 2020 - 21 |   |
| 1                     | Technical Support to Accelerate Promotion of COVID-19 Appropriate Behaviors (CAB) for the State of Karnataka in Partnership with UNICEF   |
| 2                     | Assessment of the Current Burden of Service Delivery on ASHAs and the potential role of Multipurpose Health Worker in task sharing in Karnataka                                   |
| 3                     | Impact Evaluation of HHDLS Scholarship Program -(Faculty Consultancy project)   |
| 4                     | Impact of COVID-19 in redefining family systems in India (CO-PI with Annamalai University)  |
| 5                     | Impact Assessment of WHO's Framework Convention on Tobacco Control (FCTC) in India- A Call to Action Report 2021 - Consultancy Project  |
| 6                     | Endline Assessment - A Study on Household Consumption Pattern and Nutritional Status of the Children in Jigani and Anekal Taluk, Bangalore- C (Faculty Consultancy project)       |
| 7                     | Health and Nutritional Status of Children during Pre- and Post-COVID-19 in Anganwadi Centres, Jigani and Anekal Taluk, Bangalore: Qualitative Study (Faculty Consultancy project) |
| Projects in 2019 - 20 |   |
| 1                     | Svasti - Nutrition for Women and Children Program in Kolar and Tumkur District, Karnataka   |
| 2                     | Improving the Health Care Access and Quality in the Context of Achieving Universal Health Coverage (UHC) among Scheduled Tribes: An Implementation Research in Tumkur Karnataka   |
| 3                     | Quality Assessment of Clinical Services at Surya Clinics in Bihar, Jharkhand and Uttar Pradesh  |
| 4                     | Survey on Household Consumption Pattern and Nutritional Status of the Children in Dommasandra, Mandur and Bellandur in Bangalore  |
| 5                     | Baseline evaluation for Asian Paints CSR Program  |
| Projects in 2018 - 19 |   |
| 1                     | A study on impact of mid-day meal program during summer vacations on health and nutritional status of school children under Akshaya Patra Foundation's MDM program                |
| 2                     | Early Childhood Care and Development (ECCD) and Comprehensive Health Centre in Urban Slums of Bangalore   |
| 3                     | A Study on evaluation of functioning of NRCs – A comparative study of different regions in Karnataka  |
| 4                     | Impact Evaluation of brighter minds program   |
| 5                     | Validation of Mobile Medical Unit's Safety Manual   |
| 6                     | Develop and Design a Project Implementation strategy for Efficient distribution of Double Fortified Salt in Madhya Pradesh (Faculty Consultancy project)                          |
| Projects in 2017 - 18 |   |

For Institute of Health Management Research, Bangalore

*Asha Nayjirath*  
Director

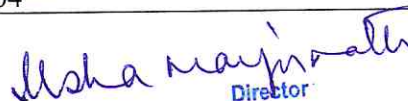
|                                  |   |
|----------------------------------|---|
| 1                                | Develop and Design a Project Implementation strategy for Efficient distribution of Double Fortified Salt in Jharkhand (Faculty Consultancy project)               |
| 2                                | Empowerment and Engagement of Community in Strengthening Child Health among Tribal Population   |
| Projects in 2016 - 17            |   |
| 1                                | Qualitative Study for Pretesting of IEC Tool and Materials on Nutrition Interventions"  |
| 2                                | Participatory Action Research on Interventions to Support Deaf Young People, Karnataka - Faculty Consultancy Project  |
| 3                                | Effect of Relationship among Employee Engagement Factors and Organizational Performance of PPP and Non-PPP PHCs in Bangalore City, Karnataka, India: A Case Study |
| 4                                | Pre-testing the Creative Routes & IEC Materials of WASH, Child Protection & Nutrition issues for BCC in Karnataka   |
| 5                                | Baseline Study for Strategic Behavior Change Communication Intervention for Maternal Health and Child Development   |
| 6                                | Development of Nutrition Policy for the State of Karnataka  |
| 7                                | Assessment of Psychosocial Status and Quality of Life of Adolescent Girls in Rural Area of Bellary  |
| 8                                | Assessment of Nutritional status of adolescent girls in Karnataka   |
| Projects completed in 2015-2016  |   |
| 1                                | Mission against malnutrition in Bellary district along with special nutrition study   |
| 2                                | Reposition Family Planning in Primary Health Centers in Karnataka through PPP   |
| Projects completed in 2014-2015  |   |
| 1                                | Socio-Cultural Dimensions of Sustainability of Sensitizing Self Help Groups (SHGs) to Reproductive Health via Empowerment and Engagement (SSSTREE)                |
| 2                                | NABH Accreditation Consultancy – One PHC  |
| Projects completed in 2013- 14   |   |
| 1                                | NH Survey in 4 Southern States  |
| 2                                | Technology Adoption Survey among Health care providers  |
| 3                                | Arogya Bandhu - Scheme For Involving Private Medical Colleges And Other Agencies In The Management Of PHCs: An Evaluation Study                                   |
| 4                                | Emergency Response Services (EMRI Model) 108, In State of Karnataka: An Evaluation Study ISO Certification of 13 PHC's of Karuna Trust                            |
| 5                                | Assessment Of Functioning Of Male Health Workers In Karnataka   |
| 6                                | Midline Evaluation of the Urban Health Center project in under PPP Model  |
| Projects completed in 2012- 13   |   |
| 1                                | Assessment Of Facility Based Newborn Care with Special Focus On Special Newborn Care Units In Karnataka State   |
| 2                                | World Vision India's Model of Learning Project-Final Evaluation   |
| Projects completed in 2011- 2012 |   |
| 1                                | KHSRDP Health Facility Survey 2011  |
| 2                                | Gap Analysis for NABH Accreditation of K. R. Hospital   |
| 3                                | Gap Analysis for NABH Accreditation of P.D Hinduja Sindhi Hospital  |
| 4                                | Total Management of Primary Health Care and RCH under PPP in Karnataka- An End line Evaluation (Karuna Trust)   |
| 5                                | A Study on Knowledge, Attitude and Behavior Intention Change of the Participants of One Life Experience (OLE) towards People                                      |

For Institute of Health Management Research, Bangalore

*Usha Naynath*

Director

|                            |   |
|----------------------------|---|
| 6                          | Final and Mid Term Evaluation of Urban Slum Health Project in Sambalpur under PublicPrivate Partnership Initiative of NRHM-Orissa       |
| 7                          | Rapid Assessment of IMNCI in Karnataka, Consultant Team   |
| 8                          | Short Program Review of Child Health in Karnataka   |
| 9                          | NABH Consultancy in Premier Hospitals   |
| Projects completed in 2010 |   |
| 1                          | External Evaluation of Mobile Health Clinics under Karnataka Health Systems Development and Reforms Project (KHSDRP)                    |
| 2                          | Gap Analysis for NABH Accreditation of "Rangadore Memorial Hospital", Bangalore   |
| 3                          | Final Evaluation of MNGO-FNGO under RCH –II program in Jharsuguda District  |
| 4                          | Statistical Analysis of Data pertaining to the Study Diabcare Asia Study  |
| 5                          | JSS Hospital Manpower Planning  |
| 6                          | Evaluation of the first phase of SANKALP- Karnataka Project   |
| Projects completed in 2009 |   |
| 1                          | Mid-term evaluation of functioning of two PHC's under Public-Private Partnership in Ganjam and Mayurbhanj district of Orissa            |
| 2                          | Evaluation of PHC – Bhadrak District under NRHM, Government of Orissa   |
| 3                          | GAP Analysis for NABH Accreditation and Manpower Planning of R.L. Jalappa Teaching & Medical college Hospital, Kolar                    |
| 4                          | Evaluation Study of R.L. Jalappa Teaching Hospital, Kolar   |
| 5                          | Mid-Term (Annual) Evaluation of MNGO/FNGO Program under RCH-II in Naupada and Koraput Districts   |
| 6                          | Tumkur District Health Management: Swasthya Karnataka   |
| Projects completed in 2008 |   |
| 1                          | Baseline Evaluation of Four PHCs in Jewargi Taluk, Gulbarga District  |
| 2                          | Increase in Female Birth Registration in Gulbarga District – An Exploration of the Reasons and Impact of this Trend                     |
| 3                          | Performance Evaluation of a Public Private Partnership (PPP) Model for Primary Health Care in Karnataka                                 |
| 4                          | Mobilizing Civil Society for Universalizing Birth Registration in Karnataka State   |
| 5                          | Reducing Vulnerability Caused by HIV/AIDS on Children in Karnataka  |
| Projects completed in 2007 |   |
| 1                          | Bangalore Healthy Urbanization Project  |
| 2                          | HIV/AIDS Awareness Program (HAAP)   |
| 3                          | Manpower Planning in St. Johns Medical College Hospital, Bangalore  |
| 4                          | Baseline Evaluation of Quality of Care in Secondary Care Hospitals in Districts of Tamil Nadu jointly with Ma Foi, Chennai              |
| Projects completed in 2006 |   |
| 1                          | Assessment of St. Johns Hospital  |
| 2                          | External Evaluation of India CLEN   |
| 3                          | Financial Feasibility Study for Establishing a Children's Hospital and Research Centre at St. Johns National Academy of Health Sciences |
| Projects completed in 2005 |   |
| 1                          | Public Private Partnership: Evaluation Study of PHC's taken over by Karuna Trust, Karnataka   |
| 2                          | Establishing an Eye Hospital in Gulbarga – Needs Assessment Study   |
| Projects completed in 2004 |   |

  
 Aisha Nayinath  
 Director

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|---|--|
| 1 | Social Assessment under Health & Nutrition Project |
|---|--|

### Management Development Programs (MDP)/Training

| SI No                              | Program/ Course/ Training  | Coordinator                            |
|------------------------------------|--|--|
| <b>MDP Trainings for 2022-2023</b> |  |  |
| 1                                  | Certificate Course in Integrated Digital Intensive Care Management                 | Mr Piyush Kumar                        |
| 2                                  | Certificate course in Quality assurance and Accreditation in Healthcare            | Dr Deepashree                          |
| 3                                  | Executive Program in Hospital Management   | Mr Piyush Kumar                        |
| 4                                  | Digital Health and Clinical Informatics  | Mr Piyush Kumar                        |
| 5                                  | Certificate Course in Nutrition and Health   | Dr Jyoti Vijay                         |
| 6                                  | Path to Publish: A Perspective of Scientific Writing                               | Dr Gyan Kashap                         |
| 7                                  | Scientific Manuscript and Report Writing   | Dr Gyan Kashap                         |
| 8                                  | New Drug Application   | Mr. Mrinmoy Roy, Dr. Subodh S Satheesh |
| 9                                  | Sentiments Analysis for Healthcare   | Dr. Akash Gajanan Prabhune             |
| 10                                 | Workshop on Application of Qualitative Research in Nutrition                       | Dr Jyoti Vijay                         |
| 11                                 | Certificate course in Wellness and Medical Tourism                                 | Mr Piyush Kumar                        |
| <b>MDP Trainings for 2020-2021</b> |  |  |
| 1                                  | MDP on Stress Management and Work Life Balance                                     | Dr Deepashree                          |
| 2                                  | MDP on Hospital Preparedness for 'CovidSafe' clinical Practices                    | Dr Deepashree                          |
| 3                                  | Online MDP on Change is the new Normal – Amendments and updates in healthcare laws | Dr Deepashree                          |
| 4                                  | TOT on Nutrition and Health  | Dr Jyoti Vijay                         |
| 5                                  | Training for Anganwadi workers on Iodine Deficiency Disorder and its Prevention    | Dr Jyoti Vijay                         |
| 6                                  | Certificate Course in Digital Health   | Mr Pradeep Kumar                       |
| 7                                  | Decoding NABH  | Dr Deepashree                          |
| 8                                  | MDP on Revitalizing the Health and Well Being                                      | Dr Deepashree                          |
| 9                                  | Certificate Course on Data Management and Statistical Analysis Using SPSS          | Dr Jyoti Vijay                         |
| 10                                 | Elective Course on Public Health Nutrition   | Dr Jyoti Vijay                         |
| 11                                 | Practicing Public Health Nutrition   | Dr Jyoti Vijay                         |
| 12                                 | Certificate Course in Innovative Models in Digital Health                          | Mr Piyush Kumar                        |
| 13                                 | Certificate Course in INTEGRATED DIGITAL INTENSIVE CARE MANAGEMENT                 | Mr Piyush Kumar                        |
| 14                                 | MDP on Essentials of Good Pharmacy Practice  | Mr Piyush Kumar                        |
| 15                                 | MDP on International Good Clinical Practice ICH GCP                                | Mr Piyush Kumar                        |
| 16                                 | Certificate course in Profession Practice in Health Insurance                      | Dr Kirti Udayai                        |
| <b>MDP Trainings for 2019-2020</b> |  |  |

For Institute of Health Management Research, Bangalore

*Disha Nanjirath*  
Director

|   |   |                                       |
|---|---|---------------------------------------|
| 1 | Decoding NABH   | Dr. Usha Manjunath & Ms. Rupali       |
| 2 | Hospital Preparedness for COVID safe practices                  | Dr. Usha Manjunath and Dr. Deepashree |
| 3 | Change is New Normal- Amendments and updates in Healthcare Laws | Dr. Deepashree                        |
| 4 | Digital Health using Healthcare IT solutions                    | Mr. Pradeepkumar T K                  |
| 5 | Revitalizing the Health and well being                          | Dr. Jyoti and Dr. Deepashree          |
| 6 | NABH Standards for Healthcare Organizations                     | Dr. Usha Manjunath & Ms. Rupali       |

### 1.3 Technical Education and Industry Scenario at Bangalore

Bangalore, the capital city of Karnataka, is home to prestigious universities and scientific institutions such as Rajiv Gandhi University of Health Sciences, Indian Institute of Science, Bangalore University, Dayananda Sagar University. The city is known for top medical teaching institutes including Bangalore Medical college and Research Institute (BMCRI), Kempegowda Institute of Medical Sciences (KIMS), M.S. Ramaiah Medical College, St. Johns Medical College and National Institute of Mental Health and Neurosciences (NIMHANS). There are many institutions in the field of health and management, such as Indian Institute of Management, Public Health Foundation of India (PHFI), Institute of Public Health, Symbiosis, Alliance University etc. In the field of humanities & sciences some of the colleges, which are well known, are BMS College, Institute of Social & economic change, Christ University, University of agricultural Sciences & Research, & College of Fisheries. Industrially Bangalore is rich in diversity with the Pharma, IT & aerospace industry. Bangalore is rich in versatility in the field of education. Some of the prominent pharmaceutical company in Bangalore are BIOCON, Himalaya Drugs, CIPLA, GE, Astra Zeneca & some of the Prestigious IT companies like Infosys, Wipro, Dell, TCS, INTEL, are also present in Bangalore.

The Institute of Health Management Research, Bangalore, has attained a national character and is recognized globally for creating and establishing a new discipline of Health Management, and setting a research agenda in health policy, program research and healthcare management. Now the discipline of health management is well established and there are many institutions that have launched similar Programs. However, there are few institutions in the country that exclusively focus on health management research and education with emphasis on quality assurance.

The Institute has made a significant contribution in research in healthcare and has completed numerous research projects in the areas of health and population, policies; health program evaluation and strategic management; human resource development; quality management; community participation; water and sanitation; health and nutrition; maternal and child health; early childhood care and development and several other important issues in the health sector.

There is a great dearth of research capacity in hospital and healthcare in India, especially with focus on management areas in primary health, public health, hospital care, health economics and financing, quality of care and information management and decision making, and evidence for policy and strategies. There are few formal and exclusive PhD or Fellow Program in Management (FPM) in hospital and healthcare management including health IT and pharmaceutical management, population and reproductive health management and health related policies and programs in India. In view of the

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*Usha Manjunath*

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need for research capacity development in these areas, IIHMR proposes to start a new Fellow Program in Management (FPM) at the doctoral level from the academic session 2023.

The Institute proposes to start Fellow Program in Management (Hospital and Healthcare Management) aimed at developing high quality professional capital in the health sector with the focus on management of hospital and health systems including health IT and pharma management.

## 2 THE PROMOTING BODY

### 2.1 Introduction to its Genesis including its Registration Status

The Society, Indian Institute of Health Management Research, was created to address the needs of management education and skills in the health sector to improve the standards of health through management education, training, and research. It was planned to first focus on the health sector and undertake research and training activities in its first 10 years. Subsequently, after having established its credibility, the Society launched its first education Program – PG Diploma in Management (Hospital and Health) (Approved by AICTE, Accredited by National Board of Accreditation, NBA). The Program became a unique Program in the country as it ventured to open the Program to the non-medical graduate and introduced a new concept of health and hospital management. The primary objective of the Society was to provide quality education and research in the areas of public health, hospital management and general management in the health industry. The main objectives are to develop capacity in health management through quality education; to promote and conduct research in policy analysis and formulation; to develop strategies; and to implement policies, and healthcare. The Society is registered under Rajasthan Societies Registration Act, 1958 on October 5, 1984.

The Society plans to expand the scope of its educational activities and launch a new program, namely Fellow Program in Management (FPM) in its Bangalore Campus. IIHMR-B has been established to prepare professionals with research, innovation, and management skills in the health sector. The goal of the institute is to provide quality education and research in the areas of public health, hospital, health IT management and general management in health industry coinciding with vision of the promoting body, focused on developing capacity in health management through quality education to promote and conduct research in policy analysis and formulation, to develop strategies and to implement policies, and healthcare programs. The Institute aims to help develop and test new management models and practices in healthcare, support policy research, enhance capacities and competencies of healthcare professionals, and strengthen the public-private partnership mechanisms at donors, government, and local levels in accomplishing ubiquitous healthcare for all. It endeavors to become a resource center in the area of health using research-action-participation techniques to become a Centre of Excellence in providing management solutions in healthcare at international, national and local levels.

### 2.2 Details of its Promoters including their Background

Indian Institute of Health Management Research, Jaipur (Society) is promoter of the Institute of Health Management Research, Bangalore. The Management Board of the Society consists of the following distinguished members:

| Name                   | Designation     | Profile  |
|------------------------|-----------------|--|
| Mr. Dharam Pal Agarwal | President Since | Chairman & Managing Director - Transpo Corporation of India Ltd. |



|                      |                    |   |
|----------------------|--------------------|---|
| Dr. Shiv Dutt Gupta  | Trustee- Secretary | Trustee Secretary -IIHMR Society  |
| Mr. Basant Khaitan   | Member             | Managing Director, Wires & Fabriks Pvt. Ltd. Jaipur   |
| Dr. Ashok Agarwal    | Member             | Trustee, Bhoruka Charitable Trust, Jaipur   |
| CA S S Bhandari      | Member             | C/o S S Bhandari & Co. Jaipur   |
| Dr. Gullapalli N Rao | Member             | Founder -Chair, L V Prasad Eye Institute, Hyderabad   |
| Dr VM Katoch         | Member             | Former Secretary, Department of Health Research, Gol & Director General, ICMR, Jaipur       |
| Mr. Hemant Kaul      | Member             | Former Managing Director, Babaji Allianz General Insurance                                  |
| Dr. Srilaxmi V       | Member             | General Manager Quality, Columbia Asia Hospital Pvt. Ltd India. Management office Bangalore |
| Dr. Indu Bhushan     | Member             | Former CEO, National Health Authority & Ayushman Bharat, GoI                                |

All the promoters are persons of eminence and institutional builders. They have rich experience of management, education, and organizational development. They are also involved in educational activities both through IIHMR, Jaipur and through other educational organizations in their individual capacity.

### 2.3 Activities of the Promoting Body

#### Key Activities

The Institute of Health Management Research, Jaipur has been running since 1984 and undertakes the following key activities to achieve its mission:

- Research and Consultation in health, hospital, population, pharmaceutical and rural management
- Education in Management in the health and population sector
- Management Training and Capacity Building in the health sector
- Synthesizing and Sharing Information for policy and Program strategies in the health sector
- New-working and Building Linkages to promote research and capacity development.

#### A. Research and Consultation:

The Institute has focused on health systems and healthcare research. It conducts and designs policy analysis and review and undertakes intervention research, evaluation studies and operation research studies. The Institute also provides consultation services in all health management areas (health, hospitals, health IT, pharma and its allied fields) for enhancing capacities and competencies of healthcare professionals and improving organizational effectiveness in the health sector.

#### B. Education:

The Institute has focused on health systems and healthcare research, health and population program management and pharmaceutical management. It conducts and designs policy analysis and review and undertakes intervention research, evaluation studies and operation research studies. The Institute

For Institute of Health Management Research, Jaipur

*Asha Katoch*

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Director

also provides consultation in all health management areas (health, hospitals, pharmaceuticals, IT, and its allied fields) for enhancing capacities and competencies of healthcare professionals and improving organizational effectiveness in the health sector in the public health and population development. The Institute has established itself as one of the leading educational institutions in hospital management, healthcare management, health IT management, and pharmaceutical management in the country. Its teaching is enriched through its heavy involvement in research and consulting in the field. It aims to provide comprehensive educational programs of international standards, tailored to meet regional and national requirements.

The Institute has been offering a PG Diploma in Management Program (Hospital and Health Management) since 1996 with a specialization in Hospital Management, and Health Management. Later this was expanded to other specializations like Pharmaceutical Management. The program is accredited by the AICTE and consistently ranked among top institutes by various ranking agencies. The placement rate is close to 100%. The demand for this program has been rising at a phenomenal rate.

In 2012, a Master of Public Health program in collaboration with Johns Hopkins University of the United States of America was launched. The Johns Hopkins Bloomberg School of Public Health has received full accreditation from the Council on Education for Public Health (CEPH). CEPH, an independent agency recognized by the U.S. Department of Education, that reviews schools of public health for accreditation every seven years.

### **C. Training:**

The Institute has emerged as a major learning resource center for Management Development in all areas related to Healthcare Management, Hospital Management, Public Health, Population Management, Pharmaceutical Management and Rural Management. It is a learning organization and disseminates knowledge by improving the existing knowledge and practices of healthcare professionals, like managers, policy planners, providers, trainers, research scientists and others. This is achieved through management development Programs, workshops, seminars, conferences, visits to field sites based on the needs of the various stakeholders. The mode of imparting knowledge and skills is both on-campus and off-campus, using the proven methodology and techniques. The Institute organizes training Programs at the state, national and international levels in various areas of management in the health sector.

### **D. Networking and Building Linkages**

The Institute has built networks and is in the process to build linkages and collaboration with institutions, governments, non-government organizations, research centers, professional associations, hospitals, and individuals world over in the areas of mutual interests, aiming at the promotion of management practices and effectiveness of healthcare organizations.

### **E. Synthesizing and Sharing Information**

The Institute has a resource center providing access to the latest information on healthcare management. It serves as an information-clearing house, which documents, synthesizes, and disseminates information. It publishes research reports, documents, working papers, newsletters, and journals. Besides in-house information, it has networking with similar institutions, data banks, and international organizations for reference material and literature in the area of health and hospitals management. It has a one-point source of information on health and hospital management to

For Institute of Health Management Research, Bangalore

*Ashamayya*

Director

professionals and the public. The Institute publishes Journal of Health Management that has an international editorial board. The Journal is published by SAGE.

The Institute also publishes an e-Newsletter "Health Beats" for dissemination of information to its stakeholders.

Details of work done in the past is as follows:

### Research / Consultancy

IIHMR Jaipur has carried out more than 200 projects to completion and more projects are in progress. IIHMR is actively engaged in research activities. Selected list of research is mentioned below:

1. Future Health System: Consortium for research, innovation, participation and policy on health systems and economics for the world's poor- jointly conducted with Johns Hopkins University and five other institutions.
2. Health of Urban Poor- technical support project for improved delivery of comprehensive package of health services for urban poor
3. Monitoring and evaluation technical assistance for strengthening health of the rural poor (METASHARP)
4. Strengthening of HMIS in Bihar
5. External monitoring system for Medical Mobile Unit in Rajasthan
6. Promotion of roof-top rainwater harvesting structures in the villages of Churu district in Rajasthan
7. Evaluation of health sector development initiative (HSDI), West Bengal
8. Baseline studies for developing implementation model for strengthening maternal and newborn health services in district Bharatpur, Rajasthan using health systems approach under NRHM.
9. Periodical assessment of ICDS services in Rajasthan
10. Rapid assessment of MCHN services in UNICEF focuses on 5 districts in Rajasthan.
11. 'Tabari Ri Pehli Pehchan': mobilizing civil society for ensuring birth registration of girl children in rural Rajasthan.
12. Counting the girl child: A pilot for ensuring rights to girl child through birth registration in rural and urban areas: baseline and end-line survey
13. Pharmaceutical manufacturing industry assessment study in Afghanistan under the Capacity Building and Access to Medicine (CBAM) Project
14. Double-blinded randomized, placebo-controlled field trial to assess the efficacy of Aquatabs NaDCC tablets to prevent diarrheal diseases
15. Preparation of water security plan for 869 villages of 5 districts of Jaipur, Ajmer
16. Food fortification- integrated program strategy in Rajasthan
17. Endline survey: maternal anemia reduction (A2Z)
18. An Assessment of Mobile Health Vans in Uttarakhand
19. Monitoring the Performance of Accredited Social Health Activist (ASHA Sahayogini) in Rajasthan
20. Assessing Janani Suraksha Yojana for Cost Effectiveness: A Case of Madhya Pradesh
21. Client Exit Interviews Survey 2010 in Rajasthan
22. Reaching out of Youth in Secondary Schools in Bihar with information and skill for improvement of Health and Well Being
23. Capacity Building of Basic health Workers and link workers for creating awareness and generation demand for revitalization of PPF
24. Development of training Manual for CRS
25. Preparation of Village Water Security Plan in Ajmer, Bikaner, and Jaipur regions.
26. Developing training manual for CRS.

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*Ilsha Nayimath*  
Director

27. External Assessment of the Access and Quality of ICDS Services.
28. Capacity Building Preparation of IWRM Plan and Facilitation of Plan through Panchayati Raj System.
29. Promotion of Rainwater Harvesting in the Villages of Nagaur District
30. Research Program Consortium on Health System Economics and Financing
31. Technical Support for improved delivery of comprehensive package of health services for urban poor
32. Development of Comprehensive Package of Short Program Review of RCH
33. Study of Efficiency and Effectiveness of Interventions to reduce financial barriers to access to maternal health services
34. Financial Resource Flows for Population Activities – 2010
35. Double Blinded Randomized, Placebo Controlled Field Trial to Assess Efficacy of Aquatabs NaDCC Tablets to Prevent Diarrheal Diseases
36. Baseline & Endline survey for a pilot for ensuring rights to girl child through birth registration in rural and urban areas
37. Impact of Internet Use on behaviour, wellbeing and Development of Urban Adolescents in Rajasthan
38. Rational Development of Health Infrastructure and Health Human Resources in India
39. Utilization of Emergency Contraceptive Pills among rural and urban women in Rajasthan
40. Migration, Poverty and Access to Health Care: A Multi-Centric Study on Peoples Access and Health System's Responsiveness in Fast Growing Smaller Cities
41. Monitoring and Evaluation Technical Assistance for Strengthening Health of the Rural Poor (METASHARP)
42. Evaluation of Demand Side Interventions for Revitalization of Post-Partum Family Planning in Bihar
43. Food Fortification Integrated Program Strategy in Rajasthan
44. Developing Country Study for Reproductive Health Financing in Bangladesh
45. Tabri ri Pehli Pehchan-Mobilizing Civil Society for ensuring Birth Registration of Girl children in Rural Rajasthan
46. External Monitoring of MCHN Sessions
47. Project Review Survey-Saving Lives through Community Empowerment \_Endline of Save the Children
48. Data management training program for Block supervisors for UNICEF focus districts in Gujrat
49. Client Exit Interview Survey in Rajasthan-Marie Stopes
50. Asia Region Capacity Development for Research on Social Determinants of Health
51. Endline household survey for voucher scheme in districts of Almora and Udhamnsingh Nagar of Utrakhand
52. Impact Assessment of Street Plays on Family Planning in Jharkhand

#### 2.4 Vision of the Promotion Body

The vision of the IIHMR Society is to enable the people of the country to achieve the best standards of health and lead an economically and socially productive life through improvement in efficiency and effectiveness of health systems, accessible, affordable, and quality healthcare.

For Institute of Health Management Research, Bangalore

*Alsha Manjunath*

Director

## 2.5 Mission of the Promoting Body

IIHMR is an Institution dedicated to improvement in standards of health through better management of healthcare and related programs. It seeks to accomplish this through management research, training, consultation, and institutional networking in a national and global perspective.

The Institute is known as a learning organization with its core values as quality, accountability, trust, transparency, sharing knowledge and information. The Institute aims at contributing to social equity and development through its commitment to supporting and aiming at poor and deprived people.

## 3 OBJECTIVES AND SCOPE OF THE PROPOSED INSTITUTION/ COURSE

### 3.1 Objectives and scope of the Institution

The overall objective is to build the capacity of managers and mid-career health professionals with skills both in health and IT management. The objective is to establish an excellent academic, technical and scientific research domain knowledge that can create, promote exchange, and disseminate the latest information in these areas through networking with research, academic institutions, and healthcare IT industry.

### 3.2 Status at Entry Level

The country is witnessing an increasing trend of students desiring to do specialized management courses. There is an increasing demand in the healthcare industry for professionals who are trained in the combined areas of health/ hospital administration, health IT and pharma management. The Fellow Program in Management course that caters to the above appears to be an emerging area among the management courses, and many students would seek careers in this area. The course would be of interest to postgraduates in the field of management, public health and medicine, nursing, ayurveda and Indian system of medicine, commerce, economics finance, demography, and allied sciences.

### 3.3 Status of Technical Level Manpower

There is a dearth of management research professionals who have a background in the area of hospital and healthcare management. Hospitals which were traditionally being managed by medical graduates using manual procedures are now adopting evidence-based decision making to provide quality healthcare services. These hospitals are realizing the need for professionals with knowledge in both research and management for better management of their institutions and services provided by them in order to maintain a competitive advantage in the constantly changing healthcare environment. Similarly, healthcare organizations are looking for healthcare researchers who can manage health programs, conduct research independently and effectively disseminate the knowledge developed. The increase in the demand for such specialized professionals is due to (a) realization of the importance of management research in running the organizations; (b) increasing professionalization of services; and (c) rapid growth in the healthcare industry, specifically in terms of increase in the number of healthcare institutions and (d) recent advances in utilization of research for delivery of quality healthcare services. Though there are some institutions providing education in health and hospital management so far, few dedicated courses that provide in-depth skills and knowledge in healthcare research are available. Hence healthcare organizations are not able to meet the demand for such professional scholars. The demand for such scholars has been reflected in the placement reports of leading institutions (like IIHMR, Jaipur) which indicate almost 100% placement of the graduated students as well as research scholars.

*Misha Nayinath*

Director

The number of research professionals available in the country in hospital and health management is limited. There are various institutions and universities that offer research programs in demography and population, which are of technical nature with limited or no managerial inputs. The Institute considers that it is a high time to develop professionals with management research skills in hospital and healthcare.

### 3.4 Industrial Scenario of the State

The healthcare industry is growing rapidly. Being a capital city, Bangalore is the hub for I.T, Biotechnology, Aerospace & key knowledge-based industries. It has numerous National & Multinational companies working in the healthcare sector, like Wipro, DELL, Cognizant, TCS & Accenture etc. Besides these there are also numerous corporate hospitals like Apollo, Fortis, Manipal, Narayana Health which are located not only in Bangalore but different places across the country. There are International, bilateral, and national organizations that require qualified researchers to conduct research, generate knowledge on hospital management and health programs in different parts of the country. According to a survey by the Association of British Healthcare Industries (ABHI) in early 2000, there are over 15,000 hospitals in India. Since then, many more hospitals have been set up, which indicates that there will be a tremendous opportunity for researchers in the hospital and health sector alone for years to come, not to mention related areas.

Further, the population and reproductive health programs are being funded and implemented by the GoI and governments of the states in addition to various development agencies such as UN, UNFPA, World Bank, DFID, EU etc. and various national and international NGOs. The National Health Mission is a large Program that needs professionals to manage population and reproductive health Programs in India. These programs could be better implemented with evidence-based decision making and policy development. This led to a scope of opportunities in research and development in hospital and health sector creating a need for focused manpower development with skills in knowledge generation and disbursement.

### 3.5 Scope of the Institution vis-à-vis the Industrial Scenario and Educational Facilities already available in the State

Looking at the rapid growth in the healthcare industry, the demand for health program managers, professionals, and researchers has been increasing and is likely to increase in the near future. The trend of recruiting business managers and not essentially a practicing medical professional was initiated by corporate hospitals, but now, even the government is looking forward to adopting the practice and any new knowledge generated. Similarly, a global thrust of improving the health system and upcoming trends in health sector reforms is also leading to an enhanced demand for health researchers and managers. The reports of the existing institutions offering courses in health/hospital management indicate that a large number of students are seeking a career in the health sector. Anticipating tremendous opportunities in this sector, more and more people from non-medical backgrounds are now looking for healthcare management and administration courses. There is a dearth of institutions providing specialized courses of higher level i.e., PhD/Fellow in management to meet the growing demands. Such a situation presents a vast scope of establishing an institution which can provide attractive research career opportunities and high-quality research management education in the health and hospital sector.

The healthcare industry is undergoing tremendous transformation in today's world. It is a common occurrence to come across amazing advancement in clinical, surgical, and healthcare delivery areas like robotic surgery, non-invasive laser procedures etc. The healthcare industry, though lagging Bangalore

*Asha nayinath* 18  
Director

compared to other industries in employing research, has made tremendous adjustments in leap and bounds in all its functions. Because each healthcare provider environment has its own vision, demographics, medical staff, and other factors, we find ourselves in the healthcare industry and require an individual approach when striving for success. This has created a large reservoir of healthcare data overflowing into databases and data warehouses. For the people involved in healthcare delivery, there is a need for interactions with a wide range of people including consumers, health professionals, administrator and vendors in many instances playing pivotal role as professional therefore need broad skills and knowledge which incorporates principles and applications of research and an understanding of management and innovation diffusion.

The Institution has a great potential for venturing into launching new programs as listed above and making it successful by creating and building national pool of professional managers and researchers in various fields of Health and Hospital Management. The economic development of India is taking place with a fast pace and to harness the great potential created, India would need professionals to effectively manage and provide leadership with analytical and research abilities to various sectors for an overall development. There is a need for education facilities in the health and hospital sector in the state. There are few institutions in the state that offer a Fellow Program in Health and Hospital Management. This program intends to offer aspirants the opportunity to develop the necessary basic skills and knowledge in research, and to develop, manage and utilize these data for effective management and develop new knowledge for the betterment of patients.

Looking at the present demand in the health sector, the IIHMR Bangalore in addition to its activities, has decided to focus on developing manpower in research in hospital and healthcare management. **The Institute proposes to start a new Program of FELLOW PROGRAM IN MANAGEMENT (Hospital and Healthcare Management)**

## 4 ACADEMIC PROGRAMS

### 4.1 Basic Academic Philosophy and Background

India has developed a vast network of healthcare institutions and hospitals over the past few decades. Yet, improvements in the health indicators have not been commensurate with the resource inputs in terms of finance, material, drugs and equipment, and human resources. Rapid advances in healthcare technology, increasing complexities of healthcare delivery systems, and a declining resource base have together contributed to the complexities of the healthcare scenario in the country. There is a lack of management capacity at the primary, secondary, and tertiary levels of care, and a vacuum at the top level of leadership and Program management. To fill in the gap and build capacity in health and hospital management, the Institute of Health Management Research (IIHMR), Bangalore developed a unique management Program—Postgraduate Diploma in Hospital and Health Management, to cater to the need of the health sector. The Program has made a significant contribution to the management capacity development in India in the health sector. The PGDM offered by IIHMR, Bangalore, is now a leading business management program in India and has attained a national character.

The PGDM Program at IIHMR Bangalore has been Accredited by the National Board of Accreditation (NBA - AICTE) and granted equivalence to MBA by the Association of Indian Universities (AIU). It is considered to be a flagship educational program developing trained professional managers with requisite skills for managing hospitals and healthcare institutions, both in the public, and the private sectors, and to meet the rising demand for quality care.

*Asha Manjappa*  
Director

The Institute of Health Management Research (IIHMRB) has emerged as a leading research organization in health and hospital management, population and reproductive health and several health-related programs and issues in India in the last 19 years of its existence. The Institute undertakes training, research, and consultancy in the field of health management, in close collaboration with the Ministry of Health & Family Welfare, state health departments like Health and Family Welfare, Karnataka Evaluation Authority, ICMR, and bilateral and international organizations, such as UNICEF, Tata Trust, HCL Foundation, international and national organizations. IIHMR has been designated as knowledge partner for Health Systems Research for NHSRC and Ministry of Health and Family welfare.

The Institute has made a significant contribution in research in healthcare, and has completed over 65 research projects in the areas of health and population policies, drug policy and HRD policy; health program evaluation and strategic management; human resource development; quality management; women and gender issues; community participation; water and sanitation; health and nutrition; Maternal and Child health; Early Child Care and Development and several other important issues in the health sector.

There is a great dearth of research capacity in healthcare in India, especially with focus on management areas in primary health, public health, hospital care, health economics and financing, quality of care and information management and decision making, and evidence for policy and strategies. There are few formal and exclusive Ph.D. or Fellow Program in Management (hospital and healthcare management) in health, hospital, pharma management, health IT management, with focus on population and reproductive health management, and health-related policies and programs in India. Keeping view of the need for research capacity development in these areas, IIHMR proposes to start a new Fellow Program in Management, a doctoral level program from the academic session 2023.

#### 4.2 Types of Programs:

The Institute currently runs the PG Diploma in Management Program with specializations in Hospital, Health, Health IT, and Pharmaceutical Management. These programs are highly relevant to India and developing countries and have been widely accepted by the healthcare, and pharmaceutical industries in India. The programs prepare human resources for health, hospital, population policy research and policy formulation and pharmaceutical management, for efficient and effective healthcare management to improve human development, and for developing new knowledge for better strategies and interventions for Program implementation. At present, these skills need to be upgraded and up-scaled expeditiously. These are very relevant to health sector reforms and strengthening healthcare to achieve Sustainable Development Goals (SDG), especially in the era of post-pandemic with changing global economic scenario and financing options. Hence it is essential to introduce a doctoral-level program to enhance the knowledge, skill, and capabilities of the existing manpower to ensure new knowledge is developed so that the healthcare will be available, accessible, affordable, and acceptable thereby improving the health of the population.

#### 4.3 Identified Programs

The Institute proposes the following New Program from the upcoming Academic Year (2023-24):

##### **Fellow Program in Management (Hospital and Healthcare Management)**

The Fellow Program in Management- Hospital and Healthcare, will broadly aim at building and

*Shrisha Manjunath*  
Director



strengthening research capacity in the management of healthcare in order to improve the standards of health of people through accessible, affordable, and equitable health services. The following are the general objectives of the proposed Fellow Program:

1. Building capacity in health management research to strengthen health systems through enhanced efficiency and effectiveness, developing evidence-based policies, strategies and interventions in the health sector.
2. Developing high quality human resources for conducting management research in healthcare in the area of policy, strategy and program management, and evaluation.
3. Developing outstanding academicians and management professionals for higher-level management teaching and research in postgraduate institutions, universities, the healthcare industry, government, and consulting organizations.

The Fellow Program in Management is designed to meet the needs of research competency and skills of postgraduates in the field of hospital and healthcare management, pharma and health IT management, academicians and teachers, and mid-career healthcare professionals in the health industry.

#### 4.4 Phase-wise introduction of the program & intake of each course

| Year        | Academic period | Increase in the scholar intake for Two-years full time Fellow Program in Management (Hospital and Healthcare) |
|-------------|-----------------|---|
| First Year  | 2023-2024       | 10 or as per AICTE Norms  |
| Second Year | 2024-2025       | 10 or as per AICTE Norms in future  |
| Third Year  | 2025-2026       | 10 or as per AICTE Norms in future  |

#### 4.5 Target Date for Start of Academic Programs

The Institute intends to start the Academic Programs next academic year as per the AICTE approval.

#### 4.6 Central Computing Facility

The Computer Centre has been modernized and is represented by the computer lab. A state-of-the-art network connects every corner of the Institute. Besides providing support to the ongoing activities of the institute like research, teaching, training and consultancy, the Centre is actively engaged in research tool development in the field of health and hospitals both in online and offline mode. The Centre is well versed in technically competent man & machine resources to give services for laptops, desktops, printers, projectors and also video-conferencing facility is available.

The institute's network is linked to the Internet via a dedicated leased line enabling round-the-clock fast Internet connectivity. For scholars' and faculty's support, throughout the campus Wi-Fi facility is provided for wireless connectivity. The center acts as a Central nervous system ensuring satisfactory operations and bringing life to every activity of the institute.

#### 4.7 Central Library

The Library and Documentation Centre has a well-balanced collection, provides user-friendly services and easy access to facilities. It is one of the best professional libraries in India. The objective of the library is to provide its users, articles or materials on current topics or affairs in minimum amount of time most effectively and to provide users with accurate information enabling the Institute (IIHMRB)

For Institute of Health Management Research, Bangalore

*Alsha Nayjirath*

Director

to achieve excellence in teaching, learning, research, and community services. It is the first automated library in the state. It consists of three functional units viz., Technical Unit, Documentation Unit, Information Unit.

The library has a unique collection of publications in various fields, such as health management, hospital administration, health economics and finance, public health, general management, pharmaceutical management, rural management, management information systems, population, research methodology, sociology, economics, computer science etc., and has books of general interest and valuable reference as well as rare books.

The library has around 7,118 publications including textbooks, reference books, reports, theses, yearbooks; back volumes, manuals, case studies, etc. The library receives over 41 periodicals of professional and research nature in addition to a few periodicals of general interest as well as 150 Newsletters published around the globe. The library collection also includes audio and video-cassettes, CD-ROM and Databases, from India and abroad, like EBSCO Host and INDIASTATS.

The library work is handled with the help of Window based KOHA integrated library Software. A Windows server, connected with all terminals in the Institute, handles the library catalogue, information regarding new arrivals, circulation-based inquiries, and compilation of bibliographies. The software has Web OPAC features. The multimedia and reprography services are also available in the library.

Services like information alert, reference interviews, current awareness services (CAS), and Selective Dissemination Information (SDI) are in progress. It subscribes to an online statistical database Indiastat.com. The library is subscribing to EBSCO Host online full-text Journals and e-books.

The library is open from 8.00 a.m. to 8 p.m. on all working days.

**4.8 Central Workshop**

Not applicable

**4.9 Central Instrumentation Facility**

Not applicable

**4.10 Affiliating Body**

All India Council for Technical Education (AICTE)

**4.11 Preventive Measures for Ragging**

As per the AICTE norms

**4.12 Welfare Measures for Faculty, Staff, and Students**

As per the norms of IIHMR, Bangalore attached in Annex II

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Director

**5 THE IMPLEMENTATION OF THE FPM IS AS PER APPENDIX 20 OF THE APPROVAL PROCESS HANDBOOK 2023-24.**

**5.1 Objectives of the Program**

**Fellow Program in Management (Hospital and Healthcare Management)**

- Program Title** : **Fellow Program in Management (Hospital and Healthcare Management)**
- Program Duration** : Program Duration is 3 years. It will be a full-time doctoral level program in hospital and healthcare management. Extension of one year may be given subject to approval of board of studies.

**Overall Objectives of the Program** :

The Fellow Program in Management will broadly aim at building and strengthening research capacity the in management of healthcare in order to improve the standards of health of people through accessible, affordable and equitable health services, to aid the evidence-based decision-making for the overall development of the nation. The following are the objectives of the proposed Fellow Program:

1. Building capacity in health management research to strengthen health systems through enhanced efficiency and effectiveness, developing evidence-based policies, strategies, and interventions in the health sector.
2. Develop high-quality human resources for conducting quality research in healthcare management and facilitate evidence-based decision-making, knowledge generation for better implementation, and national and international research collaborations for better health.
3. Develop outstanding academicians and management professionals for higher-level management teaching and research in the postgraduate institutions, universities, the healthcare industry, government, and consulting organizations.

The Fellow Program in Management- Hospital and Healthcare Management is designed to meet the needs of research competency and skills after postgraduate education in the field of the hospital (including Pharma and Health IT) and health management, academicians and teachers, and mid-career healthcare professionals in the healthcare industry including the government sector.

**Program Educational Objectives**

PEO1: Apply higher practical healthcare management skills to the chosen area of work.

PEO2: Become leaders within the skilled academic pool for healthcare capacity building.

PEO3: Improve quality and evidence-based aspects of healthcare services and research.

PEO4: Engage with advances in technology and innovations in health sector to respond to emerging public health challenges.

**Program Outcomes**

PO1: Domain Knowledge: Acquire an understanding of healthcare management, empirical research methodology, data analysis, scientific writing, and use of technologies to develop evidence-based solutions.

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*Alsha Manjirath*

Director

PO2: Problem Analysis: Identify the problem, formulate research questions, conduct review of literature, analyze key issues, and formulate solutions.

PO3: Research Skills: Utilize the principles of scientific enquiry, analytical thinking, and critical review of available information, to enable application of research and management techniques in an integrated manner in healthcare.

PO4: Research Ethics: Understand and apply ethical frameworks, commit to professional ethics and responsibilities as well as norms and mores of research, implement solutions, and share accurate and relevant knowledge that can be understood and implemented by the society.

PO5: Professional Identity: Be a learner, communicator, leader, and role model who upholds the values of their professional role in society and utilizes their learning and skills towards effective capacity building and sharing of knowledge.

## 5.2 Admission process

**Admission to the FPM is as per Appendix 20 of the Approval Process Handbook.**

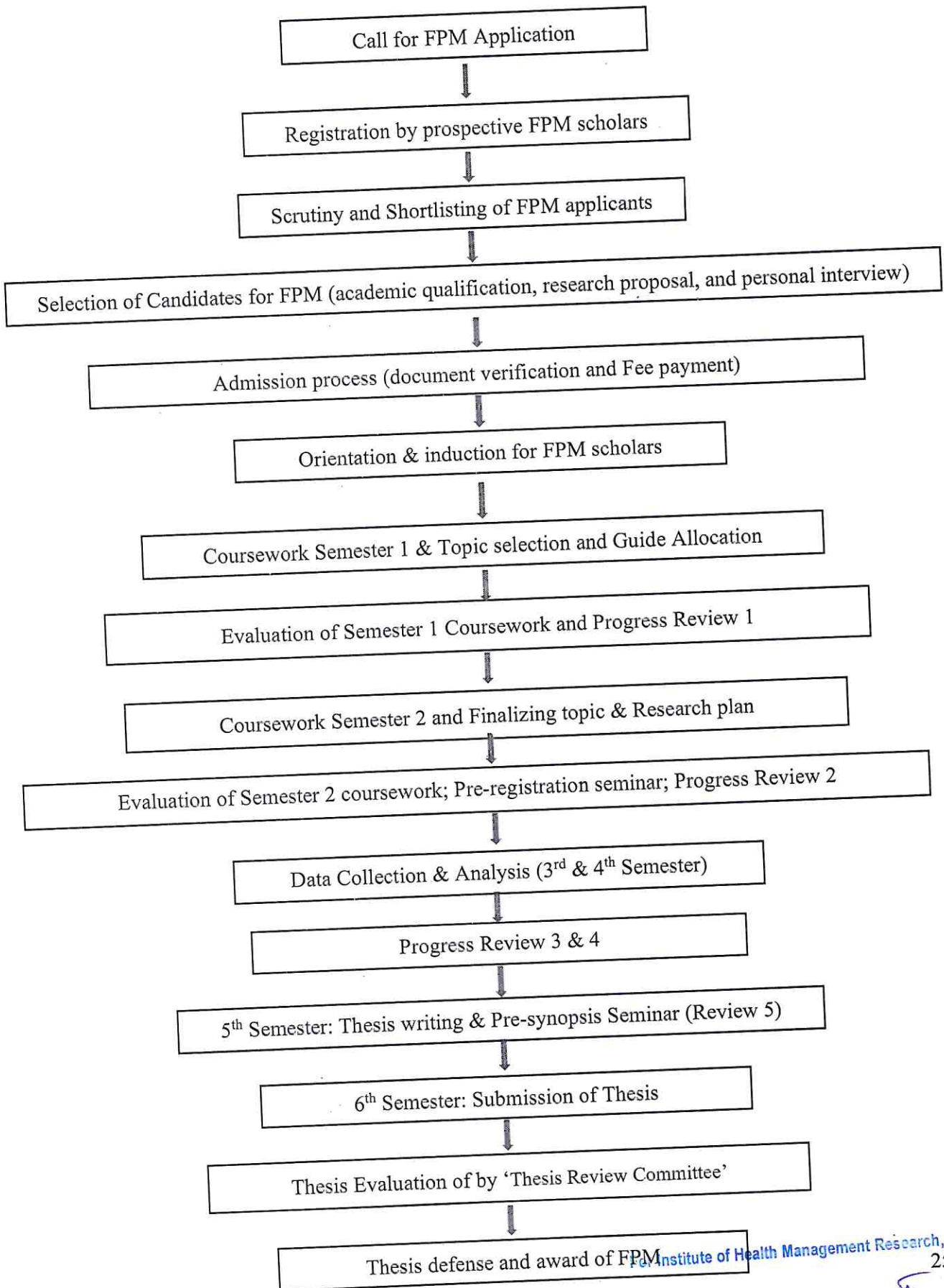
### Application Form

Candidates are required to fill in an application form, which can be obtained from the Institute by paying in cash or by sending a demand draft for Rs. 1000/- drawn in favor of "Institute of Health Management Research", payable at Bangalore. Application forms can also be downloaded from our website: [www.iihmrbangalore.edu.in](http://www.iihmrbangalore.edu.in) In the latter case, applications must be sent along with a DD for Rs. 1000/-

The complete process of the FPM is in the figure below.

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*Asha Manojmath*  
Director



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Usha Nayinath  
Director

### Eligibility for Admission to FPM

Admission criteria are as per Appendix 20 of the AICTE Approval Process Handbook for FPM Program.

Mandatory eligibility requirements:

Master's Degree *or equivalent* in Engineering and Technology/ Management/ Economics/ Social Science/ Biological Science/ Pure Science/ Commerce/ Humanities with FIRST CLASS shall be considered for admission to Fellow Program.

The above qualifications must be obtained from a university incorporated by an act of the central or state legislature in India, or other educational institutions established by an act of parliament or declared to be deemed as a university under section 3 of UGC Act, 1956, or possess an equivalent qualification recognized by the Ministry of HRD, Government of India, or an equivalent qualification from an institution approved by AICTE. The degrees of candidates from foreign universities must be recognized by the Association of Indian Universities (AIU).

The above may include any of the following:

- MBA/PGDM from Indian Institutions recognized as equivalent to MBA by AIU and approved by AICTE Master's degree *or equivalent* in Health/Social Science/ Allied discipline with a minimum of 60% aggregate marks (Relaxation of 5% for SC/ST candidates) (Fields include Economics, Commerce, Applied Economics, Econometrics, Business Economics, Psychology (Organizational / Industrial Psychology, Public Administration, Statistics, Mathematical Statistics, Applied Statistics, Operations Research, Business Law, Production / Industrial Engineering, Industrial Management and Computer Application)
- Five-year Integrated Master's degree in any discipline, with a minimum of 60% aggregate marks (Relaxation of 5% is given to SC/ST candidates) or equivalent grade point average, obtained after completing the higher secondary schooling (10+2) or equivalent.
- Fresh 1<sup>st</sup> Division Postgraduate in Management / related subject working as post-graduate teacher in the Management Institution or as a management professional in Industry or Government.
- Those appearing for their final examination in the respective discipline can also apply. Such students, if selected shall be provisionally admitted provided they complete all requirements in obtaining their master's degree before 30th September of the year of admission. The admission of these candidates shall remain provisional until they produce the mark sheet proving that they satisfy the eligibility criteria. The deadline for submitting the final year mark sheet is 31st December.
- As per AICTE norms that the working professionals should be encouraged to undergo such courses, the medical, nursing, and management professionals will be given adequate weightage in admission. Such candidates may include Four Year/Eight Semester MBBS/MD, B. Pharm, BHMS/BAMS/other equivalent AYUSH degree, B.Sc. Nursing, Bachelor's Degree in Computer Science and Information Technology (B.E./B.Tech.) with a minimum of 60% marks (Relaxation of 5% is given to SC/ST candidates) or equivalent grade point. These candidates should have a minimum of two years' experience of working in the health/relevant sector after obtaining the degree.
  - Note: Candidates appearing for their final examination in the respective discipline can also apply provided they have work experience of 2 years prior to obtaining the degree. Such students, if selected shall be provisionally admitted provided they complete all requirements in obtaining their master's

degree before 30th September of the year of admission. The admission of these candidates shall remain provisional until they produce the mark sheet proving that they satisfy the eligibility criteria within the stipulated last date.

- Desirable
  - Valid test score in postgraduate/management entrance tests GMAT/GRE/CAT /JRF/ NET/ Any other equivalent examination
- Age limit: None

### Admission Process and Schedule

- i. The Admission Process will be scheduled as per AICTE norms.
- ii. The Institute will invite applications for admission to the program with advertisements in national newspapers and other media sources such as journals and websites. The prospective scholar will be charged a fee for admission @ Rs 1000/- (Including admission brochure, form, test, and interview).
- iii. The candidate must submit a research proposal of about 5000 words in the area of their research interest along with his/ her application as per the format provided.
- iv. Interview - Based on scrutiny of applications, shortlisted applicants will be asked to appear for an interview with selection committee, for final selection and preparation of the merit list for admission.
  - a. Composition of Selection Committee:
    - i. Director of the Institute
    - ii. Two Full-time Professors/Associate Professors in the Institute
    - iii. One External Subject Experts/Industry Expert not below the rank of Professor
- v. Selection for the Fellow Program shall be on the basis of the following criteria (weightage for assessment):
  - a. Academic qualifications and relevant work experience (30%)
  - b. Tentative research proposal and its presentation before the Selection Committee (40%)
  - c. Personal interview (30%)

### 5.3 FPM Schedule

- Last date for request for the application forms: 15 days from the date of opening the application. Annex 1 provides the details of the application form and the draft synopsis for the thesis.
- A list of shortlisted candidates and a waiting list for interview will be announced within 2 weeks of closure of application.
- A list of shortlisted candidates and a waiting list for final selection will be announced within 2 weeks of the interview.
- Candidates are to submit in writing their acceptance within 10 days from the date of receiving the letter for selection for FPM, for which results are announced, and deposit the first installment of the course fees.
- Fee Payment: A yearly fee of Rs 1,50,000 is applicable for the FPM program and will be collected in three instalments each year. If the candidate fails to complete their FPM, then an yearly renewal charge of Rs 50,000 is applicable. The Candidates should pay the first instalment of the first year's fee within 15 days of acceptance of the position. The table below gives the details of fees to be paid for FPM.

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Director

| SI No | Particulars               | Amount in Rs | Payable in no. of instalments |
|-------|---------------------------|--------------|-------------------------------|
| 1     | 1 <sup>st</sup> year fees | 1,50,000     | 3                             |
| 2     | 2 <sup>nd</sup> year fees | 1,50,000     | 3                             |
| 3     | 3 <sup>rd</sup> year fees | 1,50,000     | 3                             |
| 4     | Thesis registration fee   | 2500         | 1                             |
| 5     | Examination fee           | 50000        | 1                             |
| 5     | Re-registration fees      | 50,000       | 1                             |

- Once the fees are paid the candidate will report to the Institute and prepare for the research plan submission and start the courses of semester 1 which will start within a month of the finalization of the list of candidates by the institute.
- Semester 1 exam will be conducted at the end of semester 1 and a minimum of 60% is the qualifying criteria if the candidate fails then they will be given one opportunity to appear for repeat examination.
- The review of the research plan and approval should have been completed by the end of semester 1.
- Coursework for semester 2, evaluation including end-semester examination, and review will be completed by the end of the first year.
- Review 2 will be conducted to ensure the candidate is qualified.
- Review of literature should be submitted/published in Scopus indexed journal by the end of semester 3.
- Data collection should be started in the 3<sup>rd</sup> semester and completed by the end of 4<sup>th</sup> semester.
- Review 3 and 4 will be done at middle and end of 2<sup>nd</sup> year.
- Data Analysis to be done in the 5<sup>th</sup> semester.
- One manuscript submitted/published in Scopus indexed journal by the end of 5<sup>th</sup> semester.
- Pre-synopsis should be submitted by the end of 5<sup>th</sup> semester followed by review by Thesis Review Committee.
- Thesis defense will be conducted after approval from the Thesis Review Committee: The Open Thesis Defense is conducted in the presence of the Thesis Review Committee. The Defense will be for 90 minutes; 30 minutes presentation of Thesis by the scholar; 30 minutes of Defense with the Thesis Review Committee; 15 minutes Open Thesis Defense; 15 minutes of review and discussion by the committee followed by the announcement of results. The Thesis evaluation on the Defense Day will be for 60% of marks, 10 % is allocated to research proposal (pre-registration seminar) and 30% for Pre-synopsis submission and seminar.

#### 5.4 Research Guidance

##### a. Selection of Guide(s)

Each candidate shall have one/ two Guide(s) under whose supervision the research work in relation to the Program shall be carried out. The Guide(s) shall be nominated by the Director of the Institution. All Guides shall be internal. In exceptional cases, where external guidance shall be required, recognized Guides from reputable Institutions shall be allowed as co-guides with the permission of AICTE. Research Guides shall be allocated to the selected candidates after completion of the necessary course work and related formalities. The research Program and areas of research shall be finalized by respective Guides after discussion with the candidates and should be forwarded to the Director for concurrence.

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Director



b. Faculty with Ph.D./FPM/equivalent and with at least 2 publications in recent times (within 3 years) in high-quality journals of repute are eligible to Guide the Fellow program candidates. Each such Faculty shall be assigned a maximum of 2 candidates in each admission year. A professor will be eligible to guide 4 candidates and an Associate professor 2 candidates as per the guidelines of AICTE.

c. Absence of Guide during the Program in case of the temporary absence of a Guide for a period of more than one year a new Guide shall be nominated for the Fellow Candidates. In the case of a Guide who has been guided for more than a year, he/ she shall be allowed to resume the guidance after his/ her return from temporary absence. If the period of absence is less than 2 years, the previous Guide shall act as Co-Guide on his/ her return. If the period of absence is more than 2 years, he/she shall cease to be a Guide for the Fellow candidate.

d. Change of Guide: Change of Guide shall be permitted in exceptional circumstances on the recommendation of the Director.

e. Number of Research Fellows per Guide at any given time: the number of Research Fellows working with a Guide shall not exceed five.

f. Research Advisory Committee: The Director shall nominate a Research Advisory Committee for each Fellow based on the recommendation of the Guide(s) consisting of one internal expert and two external experts.

g. Thesis Evaluation Committee: The Director shall nominate a Thesis Evaluation Committee for each Fellow based on the recommendation of the Guide(s) consisting of Three external experts to evaluate the thesis and provide input and approve for Open Defense for awarding the FPM.

### 5.5 Program Structure

The Program has been designed on the Semester system. There will be a minimum of six semesters spread over the whole period of three years, with two semesters in each year.

The following are key elements of the structure of the Fellow Program in Management (Hospital and Healthcare Management). The FPM scholars may choose to specialize in one of the following specific streams:

- Health management
- Hospital management
- Health IT management
- Pharmaceutical management

### Program Work

| Particular | Code No. | Course Title   | Credits |
|------------|----------|--|---------|
| Module 1   | FP01     | General Management (Health Policy, Healthcare Delivery and Management)     | 3       |
|            | FP02     | Systems Approach to Management   | 3       |
|            | FP03     | Research Methodology   | 3       |
|            | FP04     | Statistical Methods and Data Management                                    | 3       |
|            | FP05     | General Credit Seminar   | 3       |
| Module 2   | FP06     | Stream specific Course, Institute of Health Management Research, Bangalore | 3       |
|            | FP07     | Stream specific Course 2   | 3       |

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Director

|          |      |                          |    |
|----------|------|--------------------------|----|
|          | FP08 | Stream specific Course 3 | 3  |
| Module 3 | FP09 | Specific Credit Seminar  | 3  |
|          | FP10 | Review paper             | 3  |
|          |      | Total Credits            | 30 |

Course work Examination  
 Research Projects/Independent Studies  
 Seminar  
 Conference Presentation and Paper Publication  
 Thesis/Dissertation

## Program Course Work

### FIRST YEAR

#### Core Courses

#### Semester 1

##### Course Title

General Management  
 Systems Approach to Management  
 Research Methodology  
 Statistical Methods and Data Management

#### Semester 2

##### Course Title

Pre-Registration Seminar  
 Stream Specific Course I  
 Stream Specific Course II  
 Stream Specific Course III  
 Review paper

### SECOND YEAR

#### Semester 3

Data collection  
 General Credit Seminar  
 Journal Clubs

#### Semester 4

Practical Exposure – Working on Projects/assisting on projects  
 Specific Credit Seminar  
 Teaching Assignments  
 Data collection

### THIRD YEAR

**Semester 5** Data Analysis, Presentations, Thesis Writing, Seminar: Pre-synopsis seminar

**Semester 6** Finalize thesis – Draft Thesis approval, Clearance from Thesis Evaluation Committee, Open Defense, Award of Degree

The following are the pre-requisites for submission of the thesis by the candidate.

- 1) Requirement for Teaching Assistantship - Each scholar is required to work with a faculty member as a 'teaching assistant' supporting the faculty in teaching which may include teaching. This can be opted in the second or third year as per the feasibility of the scholar and the requirements of the faculty.
- 2) Publication Requirement - It is mandatory for the FPM scholar to publish at least two papers in UGC/ Scopus-indexed journals.

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

## Brief Course Description

General Management (Health Policy, Healthcare Delivery and Management)

Semester I

Credits:3

Course objectives:

- Understand key concepts and principles of management
- Study managerial roles, organizational effectiveness; organizational structure, and change management.

Course outcomes:

- Demonstrate an understanding of organizational structure, design, and apply for effective management of organizations.
- Apply concepts of organizational structure and effectiveness for effective control mechanisms

Public policy in health and medical care, health in Indian constitution and its significance for administration, health status in India, health policy, process of policy formulation, policy analysis and review, laws and policy, linkages of policy with strategy, programs, and projects. Introduction to health systems in India, health systems in developed countries, health sector and development planning, district health systems, the role of union and state governments, national, state, and community health programs.

### *Suggested Readings*

Course Syllabus developed by IIHMR, Bangalore

Seminal research articles

McMahon, Barton and Piot in collaboration with Gelina and Ross (1992): On Being in Change: A Guide to Management in Primary Health Care, WHO, Second Edition.

Peters, Yazbeck, Sharma, Ramana, Prichett, Wagstaff: Better Health Systems for India's Poor: Findings, Analysis and Options, Human Development Network, The World Bank.

India's Family Welfare Program: Toward a Reproductive and Child Health Approach (1995): The World Bank.

Cross, Hardee, Jewell (2001): Reforming Operational Policies: A Pathway to Improving Reproductive Health Programs, Policy Occasional Papers.

Narain and Prakasam: Population Policy Perspective in Developing Countries, Himalaya Publishing House.

Ganapathy, Ganesh, Maru, Paul and Rao: Public Policy and Policy Analysis in India, A Sage Publication.

Miro and Potter: Population Policy: Research Priorities in the Developing World.

Sharma and Tripathi: Population Policy in India: A Survey of Literature.

Roemer: National Health Systems of the World, Volume I and II, Oxford.

Bindari-Hammad and Smith (192): Primary Health Care Reviews: Guidelines and Methods, WHO.

## Statistical Methods and Data Management

Semester I

Credits:3

Course objectives:

- Develop knowledge and skills in use of data in planning health services, and programme management

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- Apply statistical techniques to collect, compile, process and analyze, present data, and draw conclusions from the data at various levels in the health system

Course outcomes:

- Identify and use of various data sources, define variables and various types of data, describe types of distribution of data, and measures of central tendency.
- Apply statistical measures in planning, implementation, and monitoring of health services, maintain medical records and use ICD Codes.

Statistics in health, data and its sources, data management, description and types and pattern of data, frequency distribution, data presentation, measure of central tendency, dispersion of data, measure of dispersion of variance, probability distribution, estimation and inferences. Statistical significance, comparison between two groups, relationship between variables, regression analysis, non-parametric techniques, decision theory, decision models and statistical interpretation and inference.

*Suggested Readings*

Course Syllabus developed by IIHMR, Bangalore

Seminal research articles

Wayne W. Daniel (1991): Bio-statistics: A Foundation for Analysis in the Health Sciences, Fifth Edition.

Corlien M. Varkevisser and et al Designing and Conducting Health Systems Research Projects, Volume 2 Part 1.

Hassard, Thomas H. (1991) Understanding Biostatistics.

Rosner: Fundamentals of Bio-statistics, Duxbury Press, Fourth edition.

Healey: Statistics: A tool for Social Research, Wadsworth Publishing Company, Fifth edition.

**Research Methodology**

Semester I

Credits:3

Course objectives:

- Identify and discuss the complex issues inherent in selecting a research problem in healthcare, selecting an appropriate research design, and implementing a research project.
- Identify and discuss the concepts and procedures of sampling, data collection, analysis, and reporting.
- Drawing inferences from the research findings and use them to evolve program recommendations

Course outcomes:

- Design appropriate tool for carrying out study/research in healthcare
- Plan and carry out a research study to make decision in a healthcare
- Manage health services using insights from research findings

Introduction to research methods: need and importance, health systems research, defining research problem, writing research proposal, develop research designs, sampling and sampling methods, bias and confounding, effect modification, data collection methods, data analysis, presentation and dissemination of findings.

*Suggested Readings*

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Course Syllabus developed by IIHMR, Bangalore

Seminal research articles

Jekel's Epidemiology, Biostatistics, Preventive Medicine, and Public Health, Fifth edition

Miller, D.C. (1991): Handbook of Research Design and Social Measurement, Newbury Park

Watson, J and Platt, S (2000): Researching Health Promotion, Routledge, London

Woodward, M and Francis, L.M.A (1988): Statistics for Health Management and Research, Edward Arnold, London

Paul D Leedy (1993): Practical Research -Planning and Design, Macmillan Publishers, NY

Health Research Methodology (1992): A Guide for Training in research Methods, WHO Regional Publications.

Leedy: Practical Research: Planning and Design, McMillan, Fifth edition.

### Systems Approach to Management

Semester I

Credits:3

Course objectives:

- Understand key definitions and concepts of systems approach
- Analyse different components of the system and their interactions
- Evaluate case studies using systems approach

Course outcomes:

- Apply the understanding of systems approach to area of work
- Leverage systems approach analysis to solve challenges in area of work
- Implement systems approach in quality improvement processes

Primary Characteristics of an Organizational System, Components of an Organizational System, Closed and Open Management System, General and Specific Management Systems, Systems engineering, Advantages and Disadvantages of a Systems Approach,

#### *Suggested Readings*

Course Syllabus developed by IIHMR, Bangalore

Seminal research articles

Systems Approaches to Management by Michael C. Jackson, Springer publications.

### Stream-Specific Courses

Course objectives and outcomes for stream specific courses will be refined in consultation with industry experts and academicians.

Overall objectives of specific courses are:

- To acquire field specific knowledge and skills
- To enhance the skills relevant to the specialized domain
- To develop an attitude of teamwork and leadership through practical immersion

Overall outcomes of specific courses are:

- To assume workplace positions of subject matter expertise through advanced knowledge of specialization topics

*Alsha Nayyar Pathi*  
Director

- To contribute to academia through publications, teaching and mentoring of the next generation of scholars
- To be leaders and role models in industry by leveraging problem-solving, communication and leadership qualities

The specific courses listed below are indicative and will be finalized based on FPM scholar profile

### **Population and Epidemiology**

Semester II

Credits: 3

Definition and scope of demography, population census, demographic data and assessment of its quality, population structure, composition and characteristics, measures of fertility and mortality, trends and factors associated with mortality and fertility, differentials, life tables, migration and urbanization, concept and methods of population estimation and projections.

Introduction to epidemiological approach, historical development, concept of cause, disease transmission, prevention and control, natural history of disease, measurement of morbidity and mortality, epidemic and its investigation, epidemiological studies, descriptive, case control and cohort studies, sample designs, experimental epidemiology, disease surveillance.

#### *Suggested Readings*

Course Syllabus developed by IIHMR, Bangalore

Seminal research articles

Park, K (2000): Park's Textbook of Preventive and Social Medicine, Sixteenth edition.

Lilienfeld, and Lilienfeld (1980): Foundations of Epidemiology, Oxford University Press, Second Edition.

Mausner Judith and Bahn K (1974): Epidemiology: An introductory Text, W. B. Saunders Publishers, Philadelphia

Newman, Thomas.B & Warren Browner (1989): Epidemiology and Public Health: Pretest, self-assessment and review, McgrawHill, Fifth edition.

Saha, Anjali & Shattock, F.M (1989): Epidemiology in Primary Healthcare, Interprint.

Gregg, Dicker and Goodman (1996): Field Epidemiology, Oxford University Press.

Shyrock, Henry S, Siegel, J.S, & Associates (1991): The methods and materials of Demography, condensed edn. By Edward Stockwell, NY

Collin Newell: Methods and models in Demography, Goilford Press, NY.

Mahadevan and Krishnan: Methodology for Population Studies and Development, Sage Publications.

### **Operations Research**

Semester II

Credits:3

Concepts and definitions in Operations Research, linear programming, consideration for formulation problem, introduction to dual formulation, primal dual relations, application of linear programming in health sector, introduction to PERT and CPM

For Institute of Health Management Research, Bangalore

*Desha Manjunath*

Director

## **Financial Management of Health Institutions**

Semester II  
Credits:3

Concepts and techniques of financial management decisions, concept of valuation-time value of money, investment, returns, risk analysis, working capital management, long-term financial analysis, financial ratio analysis, financial forecasting, operating and capital expenditure, accounting principles, financial statements, budgeting, cost and cost behaviour, cost accounting and budgetary control, cost determination, standard costs, differential and direct costing, procurement of goods and services, terms of payment, letter of credit, FCRA, financial information management.

### *Suggested Readings*

Course Modules: Compiled by IIMMR, Bangalore  
Newman, B. R., J D Suver, and W N Zelman (1988). Financial Management: Concepts and Applications for Health Care Providers, Kendall/ Hunt Publishing Co. Second Edition.

## **Health Economics & Finance-I**

Semester II  
Credits:3

Introduction to economics, health as an investment, five-year plans, budgets of the central and state governments, non-government agencies, scarcity and choice of health services, supply and demand, externalities and public good, demand for health services, asymmetric information, supplier induced demand, risk and uncertainty, health insurance, economic efficiency, break-even analysis, ABC costing of health institutions, TPA, health sector financing.

### *Suggested Readings*

Course Syllabus developed by IIMMR, Bangalore

Seminal research articles

Folland, S., A C Goodman, and M. Stano (1997). The Economics of Health and Health Care. Prentice Hall.

Mills, A. and L Gilson (1988). Health Economics for Developing Countries: A Survival Kit. London School of Hygiene and Tropical Medicine.

Newbrander, W., H Barnum, and J Kutzin (1992). Hospital Economics and Financing in Developing Countries. WHO.

## **Health Economics and Finance-II**

Semester II  
Credits:3

Public sector financing: central, state government and local bodies, five-year plans-resource allocation, financing patterns: sources, areas of financing and beneficiaries of government financing, health insurance: social insurance patterns in different countries, ESIS, CGHS, health co-operatives, etc. Private sector financing: non-profit facilities, and financing pattern for-profit organizations, Fee for services and reimbursement of medical expenditure, analysis of medical expenditure pattern in India

For Institute of Health Management Research, Bangalore

*Aisha Maryam*

Director

*Suggested Readings*

Course Syllabus developed by IIHMR, Bangalore

Seminal research articles

Folland, S., A C Goodman, and M. Stano (1997). The Economics of Health and Health Care. Prentice Hall.

Mills, A. and L Gilson (1988). Health Economics for Developing Countries: A Survival Kit. London School of Hygiene and Tropical Medicine.

Newbrander, W., H Barnum, and J Kutzin (1992). Hospital Economics and Financing in Developing Countries. WHO.

**Managing Information Systems in Health Care**

Semester II

Credits:3

Concepts of information management systems, framework of MIS, designing MIS, developing indicators-quantitative and qualitative measurements, input/output formats, tools of measurement, data management, performance tracking, standards for performance monitoring, flow of information, feedback system, utilization of MIS for decision making/ planning, use of IT for information management, demonstration of HMIS software.

*Suggested Readings*

Course Syllabus developed by IIHMR, Bangalore

Seminal research articles

Joseph, M Deluca, with Owen Doyle, AHA (1991): Health Information Systems, An Executive's Guide for Successful Management.

Smith, Jack (2000): Health MIS: A Handbook for decision makers, Open University Press.

Murdick, Robert and John, Mumson (1986): MIS Concepts and Design, SECOND EDITION edn. Prentice Hall Int. Edition.

Davis, Gordon and Olson, M (1985): MIS conceptual Foundation, Strategy and Development, McGraw Hill, Second edition.

**Quality Improvement of Healthcare Services**

Semester II

Credits:3

Introduction to quality – need and importance, concepts of quality, quality frameworks, perspectives of quality, cost and quality, ISO standards, TQM, CQI, QI approaches, Quality Assurance Cycle, technical and management standards, assessment and monitoring quality, problem identification, definition of problems, implementing quality, COPE, patient satisfaction.

*Suggested Readings*

Course Syllabus developed by IIHMR, Bangalore

Seminal research articles

Graham, Nancy O. (1990): Quality Assurance in Hospitals, An Aspen Publication. Second Edition.

Al-Assaf (2001): Health Care Quality: An International Perspective, WHO.

McLaughlin and Kalunzny (1994): Continuous Quality Improvement in Health Care: Theory, Implementation and Applications, An Aspen publication.

*Asha Manjunath*  
Director



## **Organizational Behavior**

Semester II

Credits:3

Organizational behavior: Introduction, concept and scope, roles and role efficacy, locus of control, personal effectiveness, leadership, motivation, interpersonal styles, interpersonal communication, conflict, managerial stress, group dynamics, teamwork, intra-team collaboration, Introduction to OD, Organizational learning, Organizational Climate.

### *Suggested Readings*

Course Syllabus developed by IIHMR, Bangalore

Seminal research articles

*Pareek (1998): Organizational Behaviour Process, Rawat Publications, Jaipur*

*Pareek (1997): Training Instruments for HRD, Tata Mcgraw Hill.*

*Herry, P and Blandchard, K (1985): Management of Organizational Behaviour, Fourth edition, Prentice Hall of India.*

## **Human Resource Management**

Semester II

Credits:3

Introduction – need and importance, Organizations and HR systems, Job analysis, HR Planning, recruitment, selection, socialization, wage and compensation administration, performance appraisal and feedback, training and development, career planning and mentoring, industrial relations, exit planning and retirement, legal aspects.

### *Suggested Readings*

Course Syllabus developed by IIHMR, Bangalore

Seminal research articles

*Pareek, U and Rao, TV (1992): Designing and Managing HR Systems, Oxford and IBM Publishing Co. Pvt. Ltd.*

*Famolaro, Joseph J. (1987) Handbook of Human Resource Administration, Mcgraw Hill Inc.*

*Mamoria, C. B. (1992): Personnel Management; Himalaya Publishing House.*

*Decenzo, David and Robbins, S (1989): Personnel and HRM, Prentice Hall of India, 3rd edn.*

## **Health Communication Planning and Management**

Semester II

Credits:3

Introduction, health beliefs and practices, communication models, health education and promotion, communication process, problems in communication, communication barriers, communication skills, assertive communication, inter-personal communication, communication planning, media relations, behaviour change communication, advocacy.

### *Suggested Readings*

Course Syllabus developed by IIHMR, Bangalore

For Institute of Health Management Research, Bangalore

*Aisha Maryin*

Director

Seminal research articles

Mcquart D (1987): Mass Communication Theory and Introduction, Sage Publication Second Edition.

Hubley, John (1994): Communicating Health – An Action Guide to Health Education and Health Promotion, McMillan.

Piotrow, Phyllis, Kincard, Lawrence D, Reunion II, and Rinehart, Ward (1997): Health Communication; Lessons from FP and RCH, John's Hopkins School of Public Health.

### **Strategic Management of Healthcare Organization**

Semester II

Credits:3

Introduction, strategy and strategic planning: definition and concepts, significance, situational assessment, mission, goals and objectives; internal and external environmental analysis, strategy formulation, models for strategy formulation; selection of strategy, strategy implementation, resource planning for implementing strategies, monitoring & evaluation of strategy, planning for change, differences between strategy, policy and strategic and operational planning.

#### *Suggested Readings*

Course Syllabus developed by IIHMR, Bangalore

Seminal research articles

Duncan, W.J, Ginter, P.M., & Swayne, L.E (1995): Strategic Management of Healthcare Organizations, Second Edition Ed., Blackwell Publishers, USA

Monica, E. La (1994): Management in Health Care- A Theoretical and Experiential Approach; The MacMillan Press, UK

Paul, Samuel (1990): Strategic Management of Development Programs: Guidelines for Action, ILO, Geneva

Duncan, Ginter and Swayne: Strategic Management of Health Care Organizations, PWS-Kent Publishing Company.


### **5.6 FPM coursework assessment**

Every Scholar accepted to the Fellow Program will be required to pass examinations for the course work done during the FPM. The examination will be done to assess scholar's knowledge in the field of research and subject, clarity of concepts and fundamentals, aptitude for research and future applications thereof.

The examination will be conducted at the institute at the end of the coursework. The scholars who have failed to perform and complete the coursework will not be permitted to progress further. The examination will be conducted in the offline mode.

Every three months a mid-semester assessment will be conducted to ensure consistent learning on knowledge, presentation, seminars conducted, teaching assignments, case study presentation, and assignment for a total of 20 marks. Semester end exam will be conducted at the end of the semester for a total of 80 marks including applications-based questions. The written examination will be 3 hours duration and would consist of MCQ case studies and essay type questions.

For Institute of Health Management Research, Bangalore

  
Resha Manjooath  
Director

### **Teaching**

In order to develop teaching and training skills, each Scholar will be required to teach courses in the Institute's academic programs. They will be attached to senior faculty and involve them in planning and development of teaching programs and developing course material and assisting in teaching and grading of Scholars. The senior faculty will gradually provide an opportunity for independent teaching after he is assured of the capability of the teaching of the Scholar.

Each FPM Scholar will be required to participate in teaching a minimum of two courses. The senior faculty will provide evaluation feedback of the scholar about teaching skills, content, and his ability to answer questions.

### **Independent study**

The FPM program will have a significant focus on planning and conducting independent studies and projects, in addition to his/her thesis work. Each FPM scholar will be required to participate in the ongoing research studies and programs of the Institute so as to gain practical experience in design, planning and conducting research studies and projects, and writing research reports and manuscripts. Normally, this will be done with the assistance of faculty guide/mentor. The studies will be assigned and attached to various research projects and studies and given various academic responsibilities.

### **Thesis**

The scholar will be required to complete a satisfactory thesis in his/her area of concentration. The thesis must be approved by the Guide and the Thesis Evaluation Committee. Thesis will include critical review of literature pertaining to specific areas of interest, data collection and analysis on the selected problem besides other components of the thesis. The thesis must be completed in the fifth semester and submitted for review in the sixth semester.

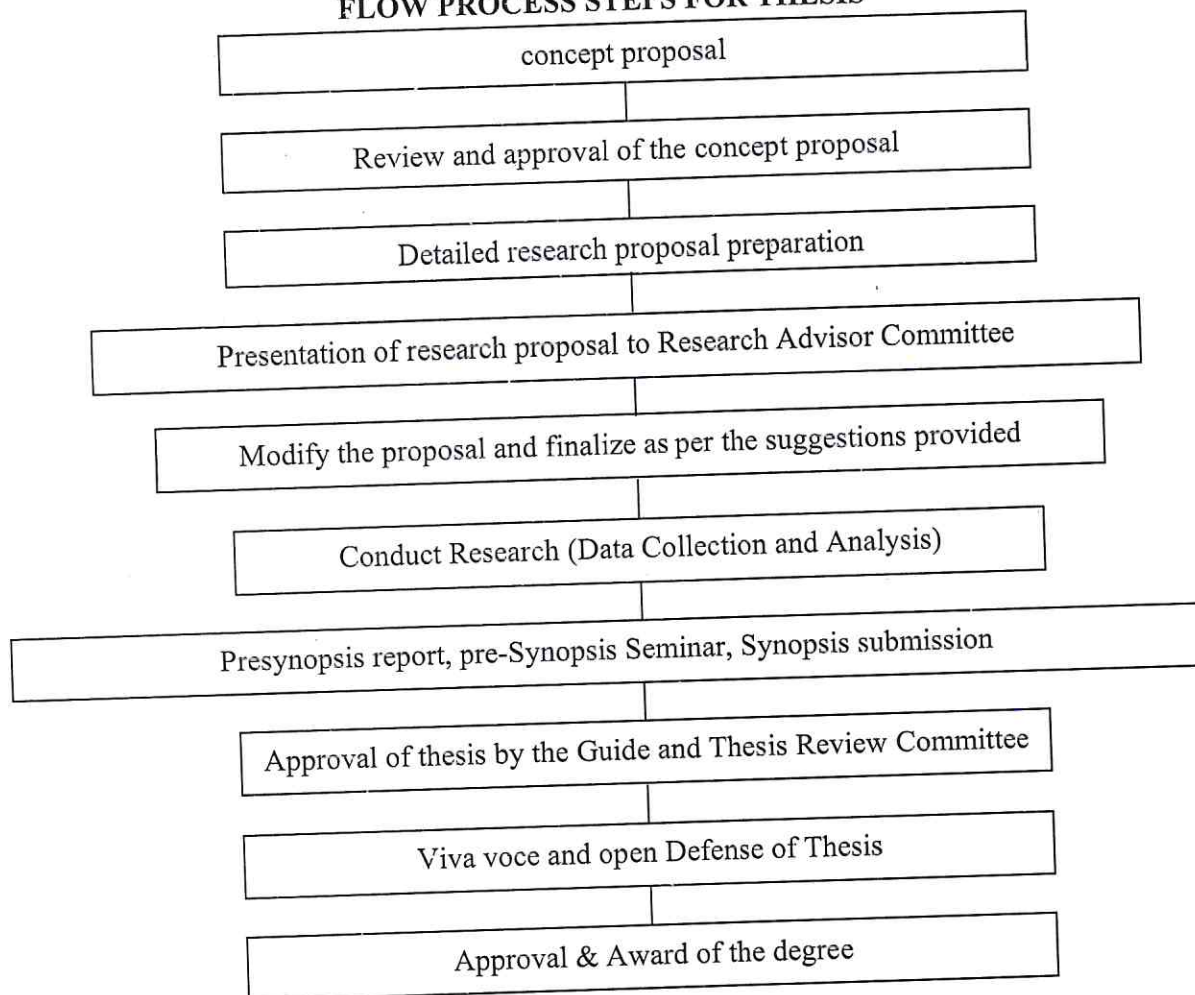
While doing thesis work the scholar will identify problems and developing research questions, review literature, design data collection tools and analysis with help of the faculty guide and write thesis. Conference presentational and paper publication to be done during the FPM.

The chart below outlines important steps for thesis development:

  
For Institute of Health Management Research, Bangalore

Director

### FLOW PROCESS STEPS FOR THESIS



#### Areas of research for FPM scholars

IIHMRB is a well-known and established research institution in management research in the health sector. It has significantly contributed at the national and international levels in policy and program related research in the health sector with a focus on improving management in order to enhance efficiency and effectiveness of healthcare.

Topics of research may be chosen from the thrust areas of the Institute and the disciplines in which postgraduate programs are offered. Following are the institute's thrust areas:

- Management
- Health Management
- Hospital Management
- Healthcare IT Management
- Pharmaceutical Management
- Population and Reproductive health
- Health Economics and Finance
- Social Sciences

The research would cut across each of the thrust areas. These would include wide range of management systems and functional areas: public policies in health, population and

*Asha Manjunath*  
Director

pharmaceuticals, strategic planning and management, human resource management, organizational Behavior, quality of healthcare, health information and IT in healthcare, logistics and supply chain management, health financing, health economics, community participation, private sector and nongovernment organizations, drug development and management of clinical trials, rational use of drugs, essential drugs.

The scholars may also choose their topics from humanistic studies, such as women's health and empowerment, gender issues, health and development, water and sanitation, governance, health ethics, health legislations, international health, health services research.

#### Teaching methods

IN the FPM, the focus will be on self-learning and skill-building. Throughout the entire span of three years, there will be equal focus on knowledge, attitude, and skill development, and the pedagogy in each course is selected judiciously to deliver the message. The emphasis is on involving scholars in learning and helping them to relate concepts and theories to healthcare management. The common teaching methods are:

#### Lectures

Lectures will be used to introduce the topic and present the main points. Scholars are encouraged to participate in the discussion and raise issues.

#### Problem Exercises and Assignments

Scholars will be asked to do assignments on in the respective courses based on selected problems. The problems will be analyzed and discussed in the class. It will involve both individual and group assignments.

#### Cases

Scholars will be asked to do case analysis on important tools and techniques in the groups. They will be required to submit the assigned cases.

#### Field Visits

The scholars will be sent for exposure to the hospitals and healthcare organizations with a clearly identified task. They will be required to submit a brief report and make a presentation on their experience.

#### Participation in Research Program

All the scholars in the fellow program will be required to participate in the ongoing research projects and studies at the institute, and will be involved in data collection and management, analysis and report writing.

They also participate in research dissemination workshops at the end of the study to the stakeholders.

Methods of grading and evaluation

For Institute of Health Management Research, Bangalore

*Usha Manjiv Rath*  
Director

Evaluation of performance will be a continuous process. To be recommended for the award of the fellowship, candidates are required to achieve a prescribed standard in the total course work, seminars, independent study and thesis. Evaluation is based essentially on the following components:

**Course Work:** The candidate will be evaluated by the Institute in each course through a Written Examination at the end of each course.

**Semester Papers and Project Reports**

**Seminars and Presentations**

The overall grading may be excellent (above 75 % score in the entire course) good (65% and above) Those securing below 60 % shall have to repeat the Semester -end written test.

**Thesis:** The thesis synopsis prepared in the Fifth Semester shall be presented for evaluation to the Board of Research Studies and its approval.

The thesis shall be evaluated by a panel of three external subject experts (national/ international) two of whom must recommend the award of the title Fellow in Management. The panel will be selected by the Research Advisory Committee and Board of Studies. In case any recommendation for the modification is received this could be included in the thesis based on the opinion of the guide.

On receipt of the external examiner's reports, an Open Defense of the candidate shall be conducted by the Board of Research Studies and a Thesis Evaluation Committee. The Thesis will be evaluated for 400 marks and the weightage of marks allocation is as follows:

Research proposal submission at the end of semester 1-10%

Pre-synopsis submission and seminar presentation 30%

Quality of the Thesis and Open Defense 60%

On the satisfactory performance of the candidate, the Board shall approve the award of the title - Fellow in Management (FM) in Hospital and Healthcare Management.

### **5.7 Award of fellow in management (Hospital and Health Management)**

The following are the requirements for the award of the Degree:

**Attendance:** Every scholar is normally expected to maintain full attendance in classes as well as during field placements. A scholar should have at least 75% attendance in each course in the respective semester. No unauthorized absence from field placement is permitted.

**Written Examination:** The Scholar should have passed all compulsory and optional courses in all the semesters. Minimum pass marks are 60% in each course in respective semester.

**Academic Performance in Seminars, Teaching Assignments and Independent Studies:** The scholars will be assessed on the basis of their performance during the period of the fellow program. They will be assessed regularly by the guide. A satisfactory report is required from the guide.

**Thesis:** Every scholar is required to undergo research work leading to a Thesis. The final thesis is approved by the faculty supervisor, which is finally assessed by three examiners appointed by the Research Advisory Committee and Board of Studies. A satisfactory dissertation (minimum 60%

  
Director

marks) duly approved by the Thesis Evaluation Committee will be an essential requisite for the award of the Fellow in Management (Hospital and Healthcare Management).

### 5.8 Board of Research Studies

As per the mandatory requirement, a Board of Research Studies will be set up in the Institute as per AICTE norms. The composition of the Board will include:

- I. Professor and Director
- II. 3 Full-time Professors/Associate Professors in the Institute
- III. 2 External Subject Experts of National Eminence not below the rank of Professor
- IV. 1 Industrialist/Management Professional not below the rank of Managing Director / Director.

The Board will meet every quarter and five members present will constitute the quorum for the meeting.

The Board will perform the following functions:

- i. To specify the areas of research for FPM and prescribe the courses work and outlines.
- ii. To lay down the Admission Policy and Procedures and to admit candidates to the Fellow Program in Management.
- iii. To monitor the progress of coursework and conduct a semester-end comprehensive oral examination of the candidates.
- iv. To approve the subject of the thesis and appoint supervisor(s).
- v. To monitor the progress of thesis work and appoint external examiners for evaluation of the thesis.
- vi. To grant a one-year extension for the submission of the thesis for evaluation.
- vii. To arrange for an Open Defense of the Thesis by the candidate(s) jointly with one of the external examiners on receipt of the external examiner's written reports of evaluation of the thesis and declare the result of the candidate for the award of the title 'Fellow in Management' in accordance with the Rules for evaluation of the FPM as laid down by the Board.

### 5.9 FPM Progress

Registration Seminar and Progress Seminar

Each research scholar needs to register his/ her research proposal. The registration procedure is given below.

#### a. Pre-registration Seminar

Each research scholar shall give a pre-registration Seminar before a Research Advisory Committee constituted by the Director. The Committee shall include the Guide(s), experts drawn from Institution's Faculty members and Director. The Seminar shall be given after the completion of the three modules. The Research Scholar shall submit 5 copies of the pre-registration Report (in about 15-20 pages) 15 days before the date of the Seminar. The Report shall include the proposed title of the Thesis, and framework for the proposed research objectives, the scope of the study, the hypothesis if any, and methodology to be followed. This stage is considered to be very important for screening the candidate for further progress in the Program. In case the research scholar fails to defend his/her Thesis proposal successfully, he/she shall be allowed to resubmit the modified research proposal as suggested by the above-mentioned Committee.

He/ she needs to give a fresh Seminar based on the modified research proposal and in case he or she fails to defend it for a second time, the research scholar shall be terminated from the Program.

#### b. Application for registration in AICTE

For Institute of Health Management Research, Bangalore

*Alsha Maryinath*

Director

A candidate must apply for formal registration within one month after successful completion of the pre-registration Seminar. The application for registration is to be made in a prescribed form and shall be accompanied by the following:

- Title and summary of the Thesis proposal approved by the Guide(s)
- Registration Fee will be borne by the candidate

**c. Effective Date of Registration**

The registration shall be effective from the date of application for the registration.

**Duration of the Program**

**a. Time Limit**

A Candidate shall submit his/ her Thesis only after a minimum period of two years after registration. However, the maximum period allowed for the submission of the Thesis is five years from the date of admission to the Program.

If a candidate fails to submit the Thesis within the prescribed upper time limit due to reasons beyond his/her control, he/she shall apply to the Director for an extension. If the Institution is satisfied with the candidate's justification, the Director shall permit him/her to re-register to the Program subject to the payment of the re-registration Fee. This re-registration shall, however, be effective only for a period of two years beyond which no extension shall be permitted.

**b. Break or Unauthorized absence from the Program**

Any break or unauthorized absence from the Program before registration shall lead to the cancellation of admission. Any authorized break or leave of absence shall not be counted for the minimum period of 2 years stipulated for submission of the Thesis but shall be counted in the maximum period of 5 years permissible for submission of the Thesis.

**Submission and Evaluation of the Synopsis and Thesis**

**a. Pre-Synopsis Seminar**

Every research scholar before submission of his/ her Thesis must give pre-Synopsis Seminar at the Institution. The procedure for the pre-Synopsis Seminar is as follows:

- Submission of 5 copies of the pre-Synopsis Report (not more than 40 pages). The Report shall include the focus and the summary of the Thesis. Highlighting his/ her own contribution, details of the methodology, results, analysis, conclusions, limitations, and scope for future research. It is to be submitted through the Guide(s).
- For seeking approval, the candidate shall present pre-Synopsis Seminar before the Committee consisting of Director, Guide(s) and two Faculty experts in the relevant area of research. An outside expert, having expertise in the area of research shall be included in the Committee.
- The Committee shall judge the work with regard to its acceptability and suggest modification or elaboration of the work, if necessary, after incorporating the suggested changes/modifications to the satisfaction of the Committee, an abridged version of the same in about 15-20 pages shall be submitted as Synopsis for the purpose of sending it to prospective examiners.

**b. Submission of the Synopsis**

Five copies of the Synopsis with necessary modifications incorporated shall be submitted within a period of one month from the date of the pre-Synopsis Seminar to the Institution with a Certificate by the candidate and the Guide(s) stating:

- That there is a prima facie case for consideration of the Thesis
- That the work does not include any work which has at any time previously been submitted for an award of Fellow in Management or other equivalent Degree.

*Shsha Manjunath*  
Director



c. Selection of Examiners

On receipt of Synopsis, the Director shall draw up a list of 6 possible examiners of the Thesis in consultation with the Research Advisory Committee and Guide(s). The examiners shall be from outside Institutions, two from India and one from abroad, having good academic and research standing in the field. Three examiners shall be selected by the Director from the list.

d. Submission of Thesis

The Thesis shall be submitted in six copies and a soft copy with necessary Certificates and clearance within a period of 6 months from the date of submission of the Synopsis. An examination Fee of ₹50000/- which includes an honorarium of US\$250/- for foreign examiners and ₹5000/- for Indian Examiners must be paid along with the Thesis submission.

e. Recommendations of the Examiners

- A critical review and evaluation of the quality and extent of the work of the candidate as embodied in the Thesis.
- A definite recommendation as to whether the Thesis is of a sufficient standard and suitable for the award of Fellow in Management: and
- If the examiner is not in a position to make a definite recommendation for the award of the "Fellow in Management", He/ She shall indicate the required modification/ revision involving rewriting of Chapters but not involving further research work OR Complete rewriting of the Thesis with an additional research work reinterpretation of Data.

f. Acceptance/ Rejection of Thesis

The Thesis shall be accepted if all the examiners make positive recommendations. If recommendations for rejection or inconclusive recommendations are made by any one of the examiners, Director shall refer the Thesis to another examiner or examiners (s) from the panel. If such a panel of the examiner(s) rejects the Thesis, it shall stand rejected.

g. Re-submission of the Thesis

A Thesis that needs modification/ revision shall be resubmitted after revision within a period of one year. Rejection of the Thesis after re-submission shall normally disqualify the candidate from further consideration for the award of the Fellow in Management.

h. Open Defense

On acceptance of the Thesis, the Director shall appoint a panel of examiners as Thesis Review Committee to conduct an Open Defense and viva-voce examination at which the candidate shall be required to defend his/ her Thesis. The panel of examiners shall consist of:  
The Chairman, Dean (Academic or Research), or his/her nominee not below the rank of Professor of the Institution nominated by the Director.

The Guide(s)

Indian External Examiner who examined the Thesis and accepted it.

The panel of Examiners shall submit their Report to the Director of the Institution.

If a Thesis has been accepted, but the candidate fails to defend it successfully at the Open Defense he/ she shall reappear for the Open Defense within six months or the next scheduled Defense date.

**Award of Fellow in Management**

For Institute of Health Management Research, Bangalore

*Lisha Manjunath*  
Director

On successful completion of the viva-voce and on the recommendations of the Institution's Governing Board, the Institution shall award "Fellow in Management" to the Research scholar. The title of the Thesis shall be mentioned in the Certificate.

#### General Regulations

Candidate must furnish a periodical Report of the progress of the Course work and research work for consideration of the Institution, Research Advisory Committee and the Guide(s). Unsatisfactory progress in research shall render the candidate terminated from the Program.

The candidate pays all the prescribed fees, but does not successfully complete the course, the candidate shall be reconsidered by the Director. The Research Advisory Committee shall suggest alternative Course(s) depending upon the relevance of the Course(s) to the research work of the candidate.

The research scholar shall face automatic disqualification and termination from the Program, if he/ she is found to be admitted to any other equivalent Degree Level Program.

The Council reserves the right to amend, modify or change Regulations as may be necessary, from time to time. All such changes shall be binding on the research scholar in the Institution.

## 6 SALIENT FEATURES OF ACADEMIC DIVISIONS

### 6.1 Classification of Academic Divisions (i.e., Departments, Centers, Schools, Central Academic Facilities)

The Institute has a flat organization as a policy and will not like to create watertight departments and divisions. Instead, the departmental activities have successfully operated on inter-disciplinary mode. This model has successfully worked. However, faculty and research staff will be recruited in the following areas:

- Management
- Health Management
- Hospital Management
- Pharmaceutical Management
- Healthcare IT Management
- Population and Reproductive health
- Health Economics and Finance
- Social Sciences

### 6.2 Details of each Academic Department

Generally, all departments will transact activities in line with the mission and vision of the Institute. The various departments will work in close coordination with the division/departments to achieve the academic goals of the Institute.

The Management Division will take care of general management, HR management, financial management, and other functional areas of management relevant to the programs offered by the Institute.

For Institute of Health Management Research, Bangalore  
*alsha manjirath*  
Director

The Health Division will cover health system research, healthcare management, international health, epidemiology, planning, organization, staffing, budgeting, and evaluation of services provided by hospitals and other aspects of hospital management.

Hospital Division to cover quality, operations, patient care, leadership and strategic management, and other aspects of hospital management.

Healthcare IT Management will work on multidisciplinary skills for process optimization, and care delivery.

Pharmaceutical Management will take care of multidisciplinary skills like planning, organizing, marketing, production management, logistics and supply chain management, etc, required in the pharmaceutical industry.

### **Academic Objectives**

Every Department will try to build adequate expertise in its area through research and post-graduate Programs. It will benchmark itself against the best faculty available in India.

These divisions would aim at undertaking research in policy and Program management, build capacity through training, developing and test alternate models of delivery of services, and develop educational Programs in their respective fields of work.

These divisions will also be undertaking dissemination of research and new knowledge through workshops, seminars, publication, and case writing based academic and research activities.

### **Areas of Focus**

Management  
Health Management  
Hospital Management  
Pharmaceutical Management  
Healthcare IT Management

### **Academic Programs**

The following additional Program is planned to be offered:

#### **Fellow Program in Management (Hospital and Healthcare Management)**

This program is highly relevant to the country and other developing countries. It will prepare human resources for health and population policy research and policy formulation, for efficient and effective management to improve human development, and for developing new knowledge for better strategies and interventions for program implementation.

At present, these skills need to be upgraded and up-scaled expeditiously. These are very relevant to health and population sectors reforms, rural development sector reforms and strengthening services and program delivery to achieve Sustainable Development Goals (SDG), especially in the wake of changing global economic scenario and financing options.

For Institute of Health Management Research, Bangalore

*Misha Manjivath*  
Director

**Faculty Requirement and Phase-wise Recruitment**

| Faculty Requirement & Phase-wise Recruitment | 2023-24                                      | 2024-25 | 2025-26 | 2026-27 | 2027-28 |
|--|--|---------|---------|---------|---------|
| Teaching Faculty                             | Faculty will be recruited as per AICTE norms |         |         |         |         |
| Non-Teaching Faculty                         | Sufficient Staff available                   |         |         |         |         |
| Administrative Staff                         | Sufficient Staff available                   |         |         |         |         |

Requirement of Laboratories, Space and Equipment (cost) - Not applicable

Requirement of other Space like Classrooms, Faculty Rooms, and Departmental Office- Completed as below.

| Sl. No.                   | Name of the deed Holder | Document No.        | Date of Registration | Plot No. | Address (Village) District              | Area in Acre |
|---------------------------|-------------------------|---------------------|----------------------|----------|---|--------------|
| 1                         | IIHMR                   | JGN/1-02153/2007-08 | 29/08/2007           | 319      | Hulimangala, Jigani Hobli, Anekal Taluk | 1.37         |
| <b>Total area in Acre</b> |                         |                     |                      |          |   | 1.37         |

**ADMINISTRATIVE AREA**

| Room No. | Room type (mention Classroom/Laboratory/Toilet, etc.) | Carpet area (in m <sup>2</sup> ) | Completion of Flooring | Completion of Walls and painting | Completion of Electrification and lighting |
|----------|---|----------------------------------|------------------------|----------------------------------|--|
| 002A     | Security  | 15                               | Ready                  | Ready                            | Ready                                      |
| 002B     | Housekeeping  | 15                               | Ready                  | Ready                            | Ready                                      |
| 004      | Maintenance   | 40                               | Ready                  | Ready                            | Ready                                      |
| 101      | Department Office                                     | 151                              | Ready                  | Ready                            | Ready                                      |
| 103A     | Placement Office                                      | 40                               | Ready                  | Ready                            | Ready                                      |
| 103B     | Other Office  | 20                               | Ready                  | Ready                            | Ready                                      |
| 104      | Principal Directors Office                            | 33                               | Ready                  | Ready                            | Ready                                      |
| 106      | Board Room  | 70                               | Ready                  | Ready                            | Ready                                      |
| 107      | Department Office                                     | 78                               | Ready                  | Ready                            | Ready                                      |
| 107A     | Office All Inclusive                                  | 151                              | Ready                  | Ready                            | Ready                                      |
| 107B     | Exam Control Office                                   | 30                               | Ready                  | Ready                            | Ready                                      |
| 107C     | Faculty Room  | 10                               | Ready                  | Ready                            | Ready                                      |
| 108A     | Faculty Room  | 6                                | Ready                  | Ready                            | Ready                                      |
| 108B     | Faculty Room  | 6                                | Ready                  | Ready                            | Ready                                      |
| 108C     | Faculty Room  | 6                                | Ready                  | Ready                            | Ready                                      |
| 108D     | Faculty Room  | 6                                | Ready                  | Ready                            | Ready                                      |
| 108E     | Faculty Room  | 6                                | Ready                  | Ready                            | Ready                                      |
| 108F     | Faculty Room  | 6                                | Ready                  | Ready                            | Ready                                      |
| 108H     | Faculty Room  | 6                                | Ready                  | Ready                            | Ready                                      |

For Institute of Health Management Research, Bangalore  
*Alsha Naayinath*  
 Director

|       |                        |    |       |       |       |
|-------|------------------------|----|-------|-------|-------|
| 108I  | Faculty Room           | 6  | Ready | Ready | Ready |
| 108J  | Faculty Room           | 6  | Ready | Ready | Ready |
| 108K  | Faculty Room           | 6  | Ready | Ready | Ready |
| 108L  | Faculty Room           | 6  | Ready | Ready | Ready |
| 108M  | Faculty Room           | 6  | Ready | Ready | Ready |
| 108N  | Faculty Room           | 6  | Ready | Ready | Ready |
| 108O  | Faculty Room           | 6  | Ready | Ready | Ready |
| 108P  | Faculty Room           | 6  | Ready | Ready | Ready |
| 108Q  | Faculty Room           | 6  | Ready | Ready | Ready |
| 108S  | Faculty Room           | 6  | Ready | Ready | Ready |
| 109 B | Placement Office       | 30 | Ready | Ready | Ready |
| 207A  | Central Store          | 30 | Ready | Ready | Ready |
| 214C  | Cabin for Head of Dept | 10 | Ready | Ready | Ready |
| 214D  | Cabin for Head of Dept | 10 | Ready | Ready | Ready |
| 214E  | Cabin for Head of Dept | 10 | Ready | Ready | Ready |
| 301A  | Pantry for Staff       | 90 | Ready | Ready | Ready |

**AMENITIES AREA**

| Room No. | Room type (mention Classroom/Laboratory/Toilet, etc.) | Carpet area (in m <sup>2</sup> ) | Completion of Flooring | Completion of Walls and painting | Completion of Electrification and lighting |
|----------|---|----------------------------------|------------------------|----------------------------------|--|
| 103B     | First aid cum Sick Room                               | 20                               | Ready                  | Ready                            | Ready                                      |
| 110-A    | Stationery Store                                      | 10                               | Ready                  | Ready                            | Ready                                      |
| 301      | Cafeteria   | 156                              | Ready                  | Ready                            | Ready                                      |
| 401      | Girls Common Room                                     | 135                              | Ready                  | Ready                            | Ready                                      |
| 402      | Boys Common Room                                      | 76                               | Ready                  | Ready                            | Ready                                      |
| Ph1      | Toilet  | 4                                | Ready                  | Ready                            | Ready                                      |
| Ph2      | Toilet  | 4                                | Ready                  | Ready                            | Ready                                      |
| Ph3      | Toilet  | 4                                | Ready                  | Ready                            | Ready                                      |
| Sc006    | Sports Club   | 45                               | Ready                  | Ready                            | Ready                                      |
| Wr1      | Toilet  | 12                               | Ready                  | Ready                            | Ready                                      |
| Wr2      | Toilet  | 12                               | Ready                  | Ready                            | Ready                                      |
| Wr3      | Toilet  | 12                               | Ready                  | Ready                            | Ready                                      |
| Wr4      | Toilet  | 12                               | Ready                  | Ready                            | Ready                                      |
| Wr5      | Toilet  | 12                               | Ready                  | Ready                            | Ready                                      |
| Wr6      | Toilet  | 12                               | Ready                  | Ready                            | Ready                                      |

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

Director

## INSTRUCTIONAL AREA

| Room No. | Room type (mention Classroom/Laboratory/ Toilet, etc.) | Carpet area (in m <sup>2</sup> ) | Completion of Flooring | Completion of Walls and painting | Completion of Electrification and lighting |
|----------|--|----------------------------------|------------------------|----------------------------------|--|
| 109      | Computer Laboratory                                    | 170                              | Ready                  | Ready                            | Ready                                      |
| 111      | Classroom  | 110                              | Ready                  | Ready                            | Ready                                      |
| 201      | Tutorial Room  | 67                               | Ready                  | Ready                            | Ready                                      |
| 202      | Classroom  | 107                              | Ready                  | Ready                            | Ready                                      |
| 205      | Classroom  | 70                               | Ready                  | Ready                            | Ready                                      |
| 206      | Classroom  | 70                               | Ready                  | Ready                            | Ready                                      |
| 209      | Seminar Hall   | 134                              | Ready                  | Ready                            | Ready                                      |
| 211      | Classroom  | 85                               | Ready                  | Ready                            | Ready                                      |
| 212      | Classroom  | 135                              | Ready                  | Ready                            | Ready                                      |
| 213      | Classroom  | 104                              | Ready                  | Ready                            | Ready                                      |
| 214A     | Studio   | 8                                | Ready                  | Ready                            | Ready                                      |
| 214B     | Other  | 13                               | Ready                  | Ready                            | Ready                                      |

## INSTRUCTIONAL AREA - COMMON FACILITIES

| Room No. | Room type (mention Classroom/Laboratory/ Toilet, etc.) | Carpet area (in m <sup>2</sup> ) | Completion of Flooring | Completion of Walls and painting | Completion of Electrification and lighting |
|----------|--|----------------------------------|------------------------|----------------------------------|--|
| 102      | Library&Reading Room                                   | 110                              | Ready                  | Ready                            | Ready                                      |
| 109      | Computer Center  | 170                              | Ready                  | Ready                            | Ready                                      |
| 109 A    | Language Laboratory                                    | 116                              | Ready                  | Ready                            | Ready                                      |

## 7 QUALITY AND HUMAN RESOURCE DEVELOPMENT

## 7.1 Academic Values

The Institute is a Learning Organization. The Institute strongly believes in team effectiveness rather than individual brilliance. Conscious effort is made by all concerned to create and develop an environment of transparency, mutual trust, cohesiveness, and dependence, through a process of sharing knowledge and information without relationships becoming hierarchical but at the same time respecting the values of organizational norms. The Institute believes that this is an essential requirement at all levels in its fraternity and considers it an essential element in its recruitment and internal growth processes. The organization structure is designed to facilitate group processes with a flat organizational structure with a strong emphasis on accountability.

## 7.2 Recruitment, Strategies for Attracting and Retention of Faculty Personnel for Excellence, Promotional Avenues, Career Ladder

Recruitments are made through the formal process of advertisements as well as through informal sources. All appointments are made on probation for a period of six months from the date of joining. The emphasis in recruitment is on quality, learning and growth aptitude, and human sensitivities. Promotion policy recognizes both experience and quality.

*Usha Nayinath*  
Director

### **7.3 Policies for Teaching and Non-Teaching Staff Development**

The Institute encourages the academic and career growth of its teaching and non-teaching staff. Training, placement, promotion, and academic participation policy of the Institute is geared to achieve these objectives.

### **7.4 Permanent and Contract Services for Teaching, Non-Teaching and other support personnel**

All our staff will be recruited as per AICTE norms.

### **7.5 Total Quality Management**

IIHMRB is designed on the model of a learning organization. It accords highest priority to human resource selection and development at various levels. The Institute has developed process documents for each activity of the organization including human resource selection, capacity building and their development. The faculty and research staff are provided with autonomy and opportunity for their self-development. The faculty is given the opportunity to develop their knowledge and skills in their respective academic areas through participation in workshops, conferences and training programs and opportunities for higher education.

In order to develop a sense of ownership for the organization, a decentralized management approach model is adopted along with the delegation of responsibilities. The Institute emphasizes the retention of the faculty. It has developed a clear promotion and career path in the organization. A monetary reward system has been created for the publication of research work and documents.

### **7.6 Overall Teaching and Non- Teaching Staff Requirement**

Teaching and Non- Teaching Staff is available as per AICTE norms.

## **8 LINKAGES IN TECHNICAL EDUCATION**

### **8.1 Introduction**

In the era of Information Technology, it has become extremely important not only to learn from world leaders but also to help those needing skills and these need to be done at the same time. Recognizing this as an important area, the Institute has always given importance to developing global and local linkages and networking. It has organizational arrangements with the top-rated health management and public health organizations both at the Global level and regional level. The Institute places a high value on collaborative working. It has established formal networks with several prestigious universities and organizations at the international and national levels.

### **8.2 Linkages with Industry**

The Institute has a wide network of linkages with the healthcare industry, hospitals, pharmaceutical organizations, NGOs, and development agencies in India and abroad. The Institute has partnered with over 50 organizations and institutions in India to facilitate learning and practical training of the scholars, and exposure to real situations.

### **8.3 Linkages with the Community**

As IIHMR is actively involved in research and consultancy, short-term training, it has its field practice area which is used for scholars learning. The Institute has signed MoU with the Department of Health and Family Welfare, Government of Karnataka to adopt four Primary Healthcare Centres that could be  
For Institute of Health Management Research, Bangalore

*Misha Manjunath*  
Director

used for training of scholars and also work with them, and the patient community for improving services and their health. The Institute works with villages and urban settings for various operational research projects and health and development services to the people through NGO partners.

#### 8.4 Linkages with other Technical Institutions in the region

Following are some Technical Institutions/organizations in the region.

| SL No | Organization Name  |
|-------|--|
| 1     | Srichid Technologies Pvt. Ltd.   |
| 2     | Insta Health Solutions Pvt. Ltd.   |
| 3     | Takshashila Hospitals Operating Pvt. Ltd. (SAKRA )                         |
| 4     | Georgia College & State University   |
| 5     | HIMSS Asia Pacific India Society   |
| 6     | Society of Emergency Medical Services                                      |
| 7     | BNM Institute of Technology  |
| 8     | HxCentral  |
| 9     | Narayana Hrudayalaya Pvt. Ltd  |
| 10    | Piramal Swasthya Management & Research Institute                           |
| 11    | Piramal Swasthya Management & Research Institute                           |
| 12    | Rajrajeshwari Medical college and Hospital AND BNM Institute of Technology |
| 13    | University of Mysore   |
| 14    | Karnataka Science & Technology Academy                                     |
| 15    | HxCentral Pvt Ltd  |
| 16    | Vivekananda Global University  |
| 17    | Maiya Multi Speciality Hospital  |
| 18    | Telerad Rx Dx Healthcare Pvt Ltd   |
| 19    | Cloudphysician Healthcare Pvt Ltd  |
| 20    | Impact Academy by CSRBOX   |
| 21    | American India Foundation Trust  |
| 22    | EzeRx Health Tech Pvt. Ltd.  |
| 23    | Doctors for You (DFY ) Mumbai  |
| 24    | Quality Care India Limited   |
| 25    | Global Centre for Capacity Building  |
| 26    | Dayananda Sagar Institute (CDSIMER )                                       |
| 27    | St. Francis De Sales College   |
| 28    | Open-Source Pharma Foundation  |

- International Institute of Population Sciences
- Population Foundation of India
- Ministry of Health and FW, Government of India
- Department of Health and Family Services, Government of Karnataka
- Karnataka Evaluation Authority
- National Institute of Health and Family Welfare
- Indian Council of Medical Research

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*Asha Nayinath*  
 Director



- The UN organizations (UNICEF)
- The International Development Partners
- South-East Asia Network of Public Health Education
- Public Health Foundation of India

#### **8.5 Linkages with Institutions of excellence such as the IITs and IISc, Bangalore**

Institute is linked with all major hospitals, healthcare institutions, pharmaceutical institutions, NGOs and other organizations.

At the national level, we work closely with the following:

- The Ministry of Health and Family Welfare, Government of India
- Department of Health, various state governments
- National Institute of Health and Family Welfare
- The United Nations organizations – UNFPA, UNICEF, WHO,
- The International Development Partners – DFID, World Bank etc.,
- Indian Council of Medical Research
- International Institute of Population Sciences
- National Health Service Resource Centre
- Public Affairs Centre (PAC)
- Times Foundation
- Child In Need Institute (CINI)
- National and International NGO Partners
- HCL Foundation
- Tata Trust
- Bhoruka Charitable Trust

#### **Linkages Abroad**

Following are some international organizations and institutions with which Institute has linkages:

- Maastricht University
- Sanitas Hospital Tanzania
- Burjeel Hospital LLC
- The University of Harcourt, Africa Centre of Excellence in Public Health & Toxicological Research
- UNICEF

#### **8.6 Linkages with R & D Laboratories**

The Institute has developed linkages with corporate organizations, hospitals, laboratories and public institutions in India and abroad as shown in the para above.

### **9 GOVERNANCE AND ACADEMIC & ADMINISTRATIVE MANAGEMENT**

#### **9.1 Philosophy of Governance**

The Institute has the basic objective of contributing towards improving standards of health through improved management of healthcare delivery. This is attempted through research, training, education, consultation, and publications. The institute has a multi-disciplinary character and is a premier

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director

institute of health management in India. It aims to make relevant contributions to the government and non-government s and participate in institutional networking from a national and global perspective. The management philosophy, personnel policies and practices of the Institute derive their character from these commitments.

The Institute's philosophy in governance relies on openness, transparency and integrity allowing personnel space for growth, building strong networks, fairness, quality, empathy, knowledge building and sharing.

## 9.2 Board of Governance (Management Board)

The Society (Indian Institute of Health Management Research) is the promoter of the **Institute of Health Management Research, Jaipur**. The Management Board of the Society consists of the following:

| Name                   | Profile   | Designation        |
|------------------------|---|--------------------|
| Mr. Dharam Pal Agarwal | Chairman & Managing Director - Transport Corporation of India Ltd.                          | President Since    |
| Dr. Shiv Dutt Gupta    | Trustee Secretary -IIHMR Society  | Trustee- Secretary |
| Mr. Basant Khaitan     | Managing Director, Wires & Fabriks Pvt. Ltd. Jaipur   | Member             |
| Dr. Ashok Agarwal      | Trustee, Boruka Charitable Trust, Jaipur  | Member             |
| CA S S Bhandari        | C/o S S Bhandari & Co. Jaipur   | Member             |
| Dr. Gullapalli N Rao   | Founder -Chair, L V Prasad Eye Institute, Hyderabad   | Member             |
| Dr VM Katoch           | Former Secretary, Department of Health Research, Gol & Director General, ICMR, Jaipur       | Member             |
| Mr. Hemant Kaul        | Former Managing Director, Babaji Allianz General Insurance                                  | Member             |
| Dr. Srilaxmi V         | General Manager Quality, Columbia Asia Hospital Pvt. Ltd India. Management office Bangalore | Member             |
| Dr. Indu Bhushan       | Former CEO, National Health Authority & Ayushman Bharat, GoI                                | Member             |

The Management Board deals with issues of policy, planning and finance, institutional growth and staff management. It exercises overall control over the governance of the Institute.

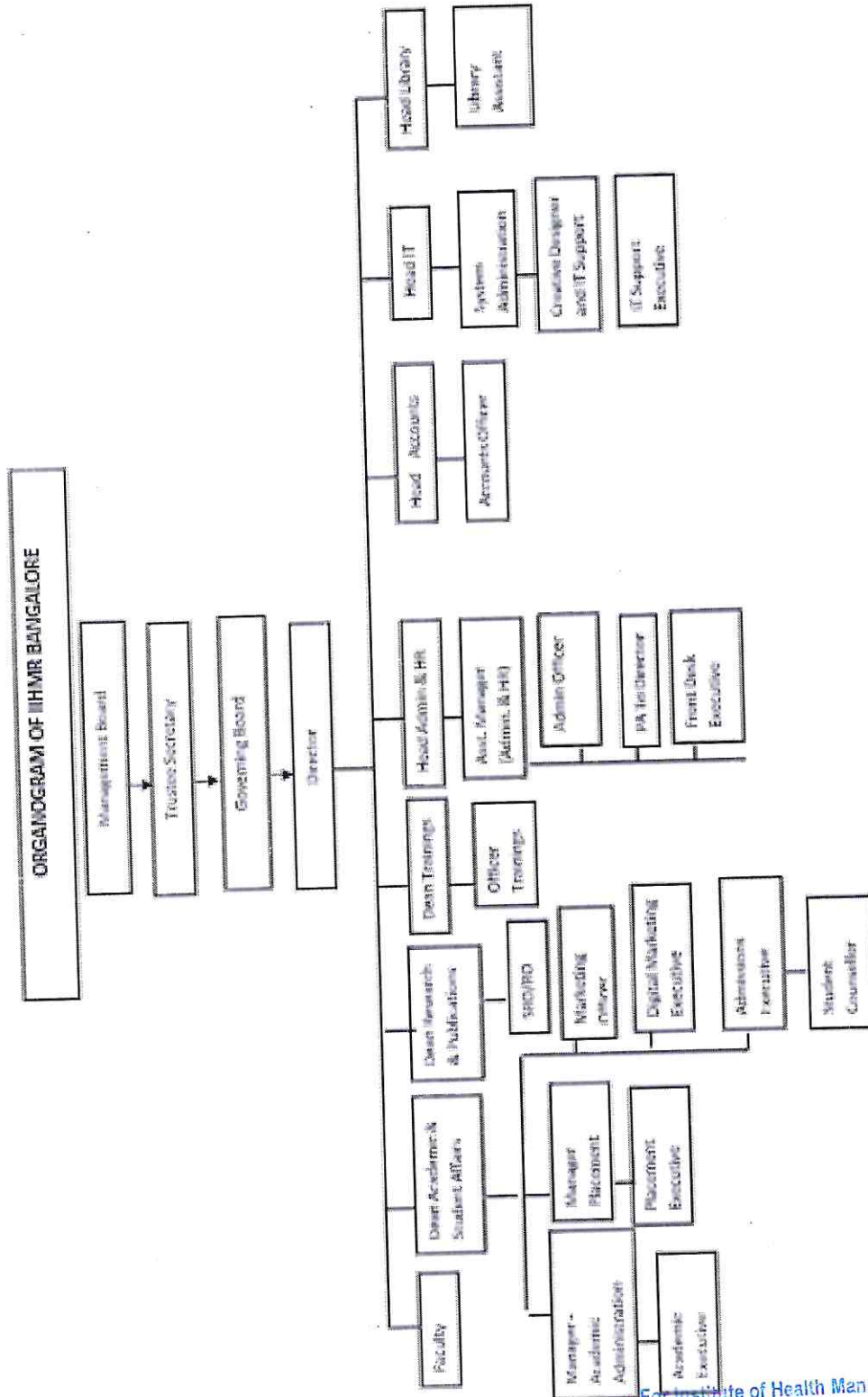
For Institute of Health Management Research, Bangalore

*Alsha Mayjmath*  
Director

For review, supervision & guidance of academic activities of teaching, training, and research, there is a **Governing Board** of the Institute: The present Board consists of the following persons.

| Name                           | Designation  | Role                              |
|--------------------------------|--|-----------------------------------|
| Dr Nagendra Swamy S. C.        | Founder & Chairman,<br>Medisync Health Management Services,<br>Former Group Medical Director & Chairman-<br>Quality Council,<br>Manipal Health Enterprises | Chairman                          |
| Mr. Ayan Agarwal               | Vice President (Payment Systems), Transcorp<br>International Limited   | Member                            |
| Mr. Siddhartha<br>Bhattacharya | Secretary General at NATHEALTH- Healthcare<br>Federation of India  | Member                            |
| Dr. Sunita Maheshwari          | Chief Dreamer & Loop Closer, RxDx<br>Teleradiology   | Member                            |
| Dr. C S Kedar, IAS<br>(Retd.)  | Director, Strategic Alliances and Institutional<br>Engagement, Bionic Yantra   | Member                            |
| Dr. Nitin Jawahar              | Senior Manager – Information Technology,<br>Columbia Asia Hospitals Pvt. Ltd   | Member                            |
| Sandeep Sinha                  | Head of Healthcare, Strategic Consulting<br>John Long Lasalle (JLL) MENA, Dubai  | Member                            |
| Dr. Uma Nambiar                | Executive Director, Gimcare Hospital &<br>Chairperson, DHIA (DHIndia Association)  | Member                            |
| Dr. Vivek Talaulikar           | CEO, Gleneagles Global Hospital, Mumbai  | Member                            |
| Ms. Pragnya Patnaik            | Senior Consultant, Deloitte Consulting India<br>Pvt. Ltd.  | Member                            |
| <b>EX Officio Members</b>      |  |                                   |
| Dr. Shiv Dutt Gupta            | Trustee Secretary -IIHMR Society   | Member                            |
| Dr. Usha Manjunath             | Director, IIHMR - Bangalore  | Member-Secretary                  |
| Dr. Sarala R                   | Associate Professor & Research In charge -<br>Research & Publications, IIHMR South<br>Campus, Bangalore  | Member-Faculty<br>Representative. |

9.3 Organizational Structure and Chart for day-to-day operations and management



For Institute of Health Management Research, Bang

*Asha Nayinath*

Director

## 9.4 Role & Responsibilities of Key Senior Positions

### Trustee secretary

The Honorary Trustee Secretary is the Executive Head of the Society and works in close association with both the Boards and coordinates with the Director in the matters decided by the Management and Governing Boards.

### Director

The Director as an academic and administrative Head of the Institute and is responsible for the execution of the policies and programs in accordance with the mission of the Institute and will be responsible for guiding, monitoring, reporting and controlling various cadres of the Institute. He/she will be the chief functionary of the Institute.

### Dean

The Dean is responsible for assisting the Director in the implementation of academic programs. He is responsible for planning, directing and conducting all the teaching programs. He is also responsible for the welfare and other activities pertaining to scholars.

### Managers

Managers are to manage the day-to-day affairs of the institute as decided by the Director of the Institute to achieve the targets and goals.

## 9.5 Methods/Style of Administration/Management

The institute believes in a decentralized approach of management and works on the concept of Flat Organization.

## 10 CONCEPTUAL MASTER PLAN FOR MAIN CAMPUS DEVELOPMENT

### 10.1 The Site

Institute of Health Management Research, 319, Near Thimma Reddy Layout, Hulimangala Post, Electronic City Phase 1, Bangalore 560105

### 10.2 Proposed Land Use Pattern

Already exists.

### 10.3 Design Concept

It is a simple and flexible building providing for unforeseeable changes. The plot is oriented in a West direction to facilitate lighting in all workspaces.

### 10.4 Buildings and Facilities on the Campus

The Institute campus is located in Electronic City Phase 1 and is spread over an exquisitely landscaped area of 1.83 acres. The architecture of the Institute with the traditional blending of local culture is one of the best in the country. The facilities at the Institute are of international standards. The main building has an academic block, a computer centre, a library and documentation centre, Tutorial, Lecture rooms, Faculties room, Department office and Seminar rooms.

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*Asha Mangraath*

Director

There are three hostel buildings and can accommodate as many as 200 students in rooms that are fully furnished and provided with a Common room for Girls and Boys with TV, telephone, and central air-cooling. A well-equipped modern kitchen and a spacious dining hall are attached to the hostels.

There is a sports clubhouse on the campus with facilities for a variety of indoor games, including table tennis and chess. It also has a gymnasium. There is an outdoor swimming pool located within the complex.

#### **10.5 External Services**

Water harvesting for rainwater is being implemented.

#### **10.6 Construction Systems and Materials**

The institute building is an RCC frame structure with brick infill walls. Windows are of aluminum, Kota stone, Marble, and Mosaic are used for the flooring of all rooms and ceramic tiles are used for toilets MS tiles. External finish is with traditional Jaipur stone with a look of local culture.

#### **10.7 Landscape Proposal**

The institute campus has a beautiful landscape at front and back side of the building. The site is outlined with trees on side edges and decorative trees in the front and back of the building.

### **11 REQUIREMENT OF STAFF, SPACE & EQUIPMENT AND THEIR COST**

#### **11.1 Introduction**

The Institute is a unique institution with a multi-disciplinary faculty and has adequate human resources, faculty and support staff. It has appropriate human resource development plans. It has an excellent infrastructure with huge open space, administrative and instructional areas, and library and IT support. The institute also has an appropriate financial resource planning mechanism and strategies.

#### **11.2 Faculty Requirements**

Faculty as per AICTE Norms

#### **11.3 Non-teaching Staff Requirements**

Sufficient staff are available as per AICTE norms.

#### **11.4 Building Requirements: Area and Costs**

Requirement of other Space like Classrooms, Faculty Rooms, Departmental Office – Completed as given in 11.6.b

#### **11.5 Estimated Cost of Equipment /Machinery**

Already procured.

#### **11.6 Phase-wise Financial Requirements:**

-NIL-

For Institute of Health Management Research, Bangalore  
*Disha Nayak*  
Director

### **11.7 Strategies for Financial Mobilization**

N/A.

## **12 ACTION PLAN FOR IMPLEMENTATION**

The Institute will start the proposed new academic program on **Fellow Program in Management (Hospital and Healthcare Management)**

**The Program will be started in the MONTH of August 2023.**

### **12.1 Activity Chart**

The Institute will endeavour to complete the following processes before the commencement of the first academic session proposed to be started on July 15<sup>th</sup> 2023:

#### ***Information about the Institute***

Information about the existence and purpose of the Institute will be disseminated amongst the relevant institutions, organizations and individuals after the approval from AICTE.

#### ***Recruitment of the Staff***

Teaching and Non-teaching staff as per AICTE norms.

#### ***Constitution of Academic Bodies***

The Management Board, Governing Board and Advisory Council are in position.

#### ***Course Curricula and Material Development***

**The course contents and material development have been done as per AICTE norms.**

#### ***Commencement of the Academic Programs***

The programs will start from July 2023 and a detailed action plan has been formulated for the academic programs.

### **12.2 Constraints**

So far, the Institute has not faced any major problems or challenges. and issues in the institutional development process. However, for smooth accomplishment of the academic mission and objectives, a timely approval and affiliation from relevant bodies would be necessary.

### **12.3 Financial Outlay**

The Institute has visualized all possible costs and investments for smooth running of the Institute and, therefore, the financial requirements have been adequately worked out and resources will be mobilized in time as per AICTE requirements.

### **12.4 Strategy for Implementation**

All possible gaps and requirements of running the Institute have been visualized, discussed and debated by the members of the Boards and all possible precautions have been planned for meeting exigencies related to human resource, financial resources and other requirements to fulfill the objectives of the Institute.

For Institute of Health Management Research, Bangalore

*Asha Manjunath*  
Director

### 13 EXECUTIVE SUMMARY OF THE DETAILED PROJECT REPORT

#### 13.1 Details About the Promoting Body

The Society (Indian Institute of Health Management Research - IIHMR) was created to address the needs of management research and education and skills in the health sector in order to improve the standards of health through management education, training and research. It was planned to first focus on the health sector and undertake research and training activities in its first 10 years. Subsequently, after having established its credibility, the Society launched its first education Program – PG Diploma in Hospital and Health Management (Approved by AICTE). The Program became a unique Program in the country as it ventured to open the Program to the non-medical graduate and introduced a new concept of health and hospital management. The primary objective of the Society was to provide quality education and research in the areas of public health, hospital management and general management in the health industry. The main objectives are to develop capacity in health management through quality education; to promote and conduct research in policy analysis and formulation; to develop strategies; and to implement policies, and healthcare.

The Society plans to expand the scope of its educational activities and launch a Fellow Program in Management (Hospital and Healthcare Management) with a focus on hospital and health systems and allied management areas.

The Society is registered under Rajasthan Societies Registration Act, 1958 on October 5, 1984.

#### 13.2 Details of its Promoters including their Background

The Society (Indian Institute of Health Management Research) is the promoter of the **Institute of Health Management Research, Jaipur**. The Management Board of the Society consists of the following:

|   |                       |  |
|---|-----------------------|--|
| <u>Shri D.P. Agarwal</u><br>Managing Director<br>Transport Corporation of India Ltd<br>TCI House, 69, Institutional Area<br>Sector 32, Gurgaon<br>Haryana 122 001 | Chairman<br>President | Managing Director<br>Transport Corporation of<br>India Limited & Founder,<br>TCI Foundation                                      |
| <u>Dr. S. D. Gupta</u><br>Indian Institute of Health Management<br>Research, 1, Prabhu Dayal Marg, Near<br>Sanganer Airport, Jaipur, 302029                       | Trustee-<br>Secretary |  |
| <u>Dr. Ashok Agarwal</u><br>Meghalaya Tower,<br>Church Road, Jaipur 302001  | Member                | Trustee<br>Bhoruka Charitable Trust  |
| <u>Mr. Basant Khaitan</u><br>Managing Director<br>M/s Wires & Fabrics Pvt. Ltd.<br>Jhotwara Industrial Area<br>Shalimar Chowraha, Jaipur 302012                   | Member                | Managing Director<br>Wires & Fabrics Pvt. Ltd<br>Jaipur<br>Promoted DISHA, a<br>Centre for Special<br>Education for the mentally |

For Institute of Health Management Research, Bangalore

*Asha Manginath*  
Director



## Challenged Children

|                             |        |  |
|-----------------------------|--------|--|
| <u>CA S S Bhandari</u>      | Member | C/o S S Bhandari & Co,<br>Tilak Marg, C-Scheme, Jaipur<br>302005   |
| <u>Dr. Gullapalli N Rao</u> | Member | Chairman, L V Prasad Eye Institute<br>(LVPEI), Kallam Anji Reddy<br>Campus, LV Prasad Marg,<br>Hyderabad-500034                  |
| <u>Shri Hemant Kaul</u>     | Member | Former Managing Director, Bajaj<br>Allianz General Insurance, (Expert<br>in Financial Management). Shyam<br>Nagar, Jaipur 302019 |
| <u>Dr. V. M. Katoch</u>     | Member | Former Secretary, Dept of Health<br>Research, GoI & Director-General,<br>ICMR, Raja Park, Jaipur 302044                          |
| <u>Dr. Srilaxmi V</u>       | Member | General Manager Quality,<br>Columbia Asia Hospital Office,<br>Bengaluru 560075   |
| <u>Dr. Indu Bhushan</u>     | Member | Former CEO, National Health<br>Authority, Ayushman Bharat, GoI,<br>Chanakyapuri, Delhi 110021                                    |

All the promoters are persons of eminence and institutional builders. They have rich experience of management education and organizational development. They are also involved in educational activities both through IIHMR, Jaipur, Bangalore, and Delhi, through other educational organizations in their individual capacity.

**13.3 Name and Address of the Promoting Body:  
(Society)**

|  |
|--|
| Indian Institute of Health Management<br>Research, (Society)<br>1 Prabhu Dayal Marg,<br>Near Sanganer Airport,<br>Jaipur – 302 011 |
|--|

**13.4 Date of Registration / Establishment of the Promoting Body:**

|   |
|---|
| Registration No. 356/84-85<br>dated 5 <sup>th</sup> October, 1984 |
|---|

**13.5 Nature of the Promoting Body:**

|               |                 |        |        |
|---------------|-----------------|--------|--------|
| Religiou<br>s | Charitable<br>√ | Family | Others |
|---------------|-----------------|--------|--------|

For Institute of Health Management Research, Bangalore

*Usha Manjiv Seth*

Director

Charitable and not for profit organization

### 13.6 Activities of the Promoting Body since inception:

#### Key Activities

The Institute has been running at Bangalore since 2004 and undertakes the following key activities to achieve the mission:

- Research and Consultation
- Education
- Training

#### A. Research and Consultation:

The Institute has focused on hospital and healthcare research. It conducts and designs policy analysis and review and undertakes intervention research, evaluation studies, and operation research studies. The Institute also provides consultation services in all health management areas (Population and Reproductive Health Management, health, hospitals, Healthcare IR, pharmaceutical management, and its allied fields) for enhancing the capacities and competencies of healthcare professionals and improving organizational effectiveness in the health sector.

#### B. Education:

The Institute has established itself as one of the better educational institutions in healthcare management through its research and post-graduation teaching programs. It will provide a comprehensive course of international standards, tailored to meet regional requirements.

#### C. Training:

The Institute has emerged as a resource center for management development programs in all areas related to Healthcare Management. It is a learning organization that disseminates knowledge by improving the existing knowledge and practices of healthcare professionals, like managers, policy planners, providers, trainers, research scientists, and others. This is achieved through management development programs, workshops, seminars, conferences, visits, and field sites based on the needs of the various stakeholders. The mode of imparting knowledge and skills is both on-campus and off-campus, using proven methodology and techniques.

For Institute of Health Management Research, Bangalore

*Shikha Nayyar*  
Director

**13.7 Constitution of the Promoting Body:**

| Name                   | Profile   | Designation       |
|------------------------|---|-------------------|
| Mr. Dharam Pal Agarwal | Chairman & Managing Director - Transport Corporation of India Ltd.                          | President Since   |
| Dr. Shiv Dutt Gupta    | Trustee Secretary -IIHMR Society  | Trustee-Secretary |
| Mr. Basant Khaitan     | Managing Director, Wires & Fabriks Pvt. Ltd. Jaipur   | Member            |
| Dr. Ashok Agarwal      | Trustee, Boruka Charitable Trust, Jaipur  | Member            |
| CA S S Bhandari        | C/o S S Bhandari & Co. Jaipur   | Member            |
| Dr. Gullapalli N Rao   | Founder -Chair, L V Prasad Eye Institute, Hyderabad   | Member            |
| Dr VM Katoch           | Former Secretary, Department of Health Research, Gol & Director General, ICMR, Jaipur       | Member            |
| Mr. Hemant Kaul        | Former Managing Director, Babaji Allianz General Insurance                                  | Member            |
| Dr. Srilaxmi V         | General Manager Quality, Columbia Asia Hospital Pvt. Ltd India. Management office Bangalore | Member            |
| Dr. Usha Manjunath     | Director, IIHMR - Bangalore   | Member            |

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director

## 14 FACULTY DATA

| Faculty Name |             |              | Nature of Association with the Promoting Body | Academic Qualification |           |                     | Experience in Academic Institutions in Years | Total Work Experience in years | Email id                            |
|--------------|-------------|--------------|---|------------------------|-----------|---------------------|--|--------------------------------|-------------------------------------|
| First Name   | Middle Name | Surname      |   | PG Degree              | UG Degree | Other Qualification |  |                                |                                     |
| Usha         |             | Manjunath    | Employee                                      | MSc, MPhil             | BSc       | PhD                 | 23   | 36                             | usha.m@iihmrbangalore.edu.in        |
| Amita        |             | Mukhopadhyay |   | MD                     | MBBS      |                     | 12   | 14                             | amita.mukho@iihmrbangalore.edu.in   |
| Sarala       |             | R            |   | MA, MPhil              | BA        | PhD                 | 13   | 14                             | sarala.r@iihmrbangalore.edu.in      |
| Kirithi      |             | Udayai       |   | PGDHM                  | BA        | PhD                 | 10.5   | 14.7                           | kirithi.u@iihmrbangalore.edu.in     |
| Piyush       |             | Kumar        |   | MHA                    | BSc       |                     | 4.3  | 14.8                           | piyush.k@iihmrbangalore.edu.in      |
| Gyan         | Chandran    | Kashyap      |   | MSc, MPhil             | BSc       | PhD                 | 3.5  | 5                              | gyan.ck@iihmrbangalore.edu.in       |
| Subodh       | S           | Satheesh     |   | M Pharma               | B Pharma  | PhD                 | 3  | 4.2                            | subodh.s@iihmrbangalore.edu.in      |
| Jyothi       |             | Vijay        |   | MSc                    | BSc       | PhD                 | 1.5  | 6.7                            | jyoti.v@iihmrbangalore.edu.in       |
| Rajeshwari   | B           | S            |   | DHP, MPhil             | BDS       | PhD                 | 3.9  | 21                             | rajeshwari.bs@iihmrbangalore.edu.in |
| Gowthamghosh |             | B            |   | MPH, MSW               | BA        |                     | 2.8  | 16.3                           | gowtham.b@iihmrbangalore.edu.in     |
| Deepashree   | M           | R            |   | PGDHM                  | BAMS      |                     | 2.6  | 7.7                            | deepashree.mr@iihmrbangalore.edu.in |
| Akash        | Gajanan     | Prabhune     |   | MSc                    | BDS       |                     | 1.5  | 3                              | akash.gp@iihmrbangalore.edu.in      |

*Usha Manjunath*  
Director  
Management Research, Bangalore

**15 PROPOSED INSTITUTION****15.1 Details about the proposed Institution****A. Category of Institution: Management****B. Name of the proposed Program : Fellow Program in Management (Hospital and Healthcare Management)****C. Address of the Institution:** Institute of Health Management Research, 319, Near Thimma Reddy Layout, Hulimangala Post, Electronic City Phase 1, Bangalore 560105**D. Nearest City / Town / Airport / Railway station (Enclose map indicating access to the institution from the nearest airport / railway station)**

City: Bangalore  
 Town: Bangalore  
 Airport: Kempegowda International Airport, Bangalore  
 Railway station: Bangalore

**E. Type of the institution**

|       |       |            |         |
|-------|-------|------------|---------|
| Govt. | Univ. | Govt.Aided | Private |
|-------|-------|------------|---------|

(In case of aided, mention the percentage of aid from the Government)

Private PVT.

**F. Name of the affiliating University** PVT.

|  |
|--|
| AICTE Approved NBA Accreditation for Three Years |
|--|

**G. Justification for starting the proposed Programs.**

Health and Hospital Management is a major issue in our country. The Government of India, Ministry of Health and Family Welfare has made serious efforts to raise the health status of the population through various national level programs, however, with little success. The Institute plans to offer a Fellow Program in Management in the field of Hospital and Healthcare Management to prepare professionals for better and effective Program management in order to achieve goals of health, economic development and UN's Sustainable Development Goals (SDG) in the country. **As such there are few institutions that offer 'Fellow program in Management' in India and elsewhere that are focused on Hospital and Healthcare Management.**

**15.2 Development Plan for the proposed Program****A. Preliminary and Pre-operative Expenses**

(Including land cost, land development, approach road, electricity and water connections, fencing etc.) A full-fledged campus already exists.

**B. Projections for next 5 years**

Same as item 17

For Institute of Health Management Research, Bangalore

*Asha Nayinath*  
 Director

## 16 GRAPHICAL REPRESENTATIONS

16.1 Give a bar chart indicating mobilization of funds for the proposed project at the time of establishment & for next 10 years at intervals of five years.

N/A

16.2 Give a bar chart indicating the recruitment of faculty (separately for Lecturers, Assistant Professors, Professors) for the proposed project at the time of establishment & for next 10 years at intervals of five years.

Sufficient faculties available

16.3 Give a bar chart indicating creation of built-up area (separately for Instructional, Administrative and Amenities) for the proposed project at the time of establishment & for next 10 years at intervals of five years.

N/A

16.4 Give a bar chart indicating investment in equipment and machinery for the proposed project at the time of establishment & for next 10 years at intervals of five years.

N/A

For Institute of Health Management Research, Bangalore

*Alsha Nayinath*  
Director

**17 TOTAL PROJECT COST (AT THE TIME OF ESTABLISHMENT AND NEXT FIVE YEARS)**

| Year          | Courses / Intake Proposed (I) |     | Built up area / Investment made (Sqmt / Rs.) (II) |                    |               |               | Investment on Furniture & Accessories (Rs. In lakhs) (III)* | Investment on Equipment / Machinery (Rs. In Lakhs) (IV) |               |             | Projected expenditure on Salary of Staff per annum (Rs. In lakhs)** (V) |              | Investment on Library (Rs. In lakhs) (VI)* |            |          | Total Project Cost (I to VI) and Preoperative Exp.) (Rs. in lakhs) |
|---------------|-------------------------------|-----|---|--------------------|---------------|---------------|---|---|---------------|-------------|---|--------------|--|------------|----------|--|
|               | UG                            | PG  | D o c   | Instructional Area | Admn Area     | Amnit ies     |   | Labs  | W/ S          | Compe ntr e | Teaching  | Non-teaching | Text Book                                  | Ref. Books | Journals |  |
|               |                               |     |   |                    |               |               |   |   |               |             |   |              |  |            |          |  |
| Up to 2023-24 | -                             | 120 | -   | Already exist      | Already exist | Already exist | 10.2  | Already exist   | Already exist | 275.60      | 217.44  | 22.00        | 22.00                                      | 22.00      | 525.24   |  |
| 2024-2025     | -                             | 120 | -   | -                  | -             | -             | 11.22   | -   | -             | 308.67      | 243.53  | 24.20        | 24.20                                      | 24.20      | 587.62   |  |
| 2025-2026     | -                             | 120 | -   | -                  | -             | -             | 12.34   | -   | -             | 345.71      | 272.75  | 26.60        | 26.60                                      | 26.60      | 657.40   |  |
| 2026-2027     | -                             | 120 | -   | -                  | -             | -             | 13.50   | -   | -             | 387.20      | 305.48  | 29.25        | 29.25                                      | 29.25      | 735.43   |  |
| 2027-2028     | -                             | 120 | -   | -                  | -             | -             | 15.00   | -   | -             | 433.66      | 342.14  | 32.20        | 32.20                                      | 32.20      | 823      |  |

\*\*@ 10% annual increment; \*\*@ 12% annual increment.

For Institute of Health Management Research, Bangalore

*Alsha Maryinath*

Director

**18 DETAILS FOR MOBILIZATION / SOURCE OF FUNDS**

(CAPITAL &amp; RECURRING) (At the time of establishment and next five years) (Rs. in Lacs)

Not Applicable

| Year | From Applicant | Donations      | Grants from Govt. | Fees | Loan | Others |
|------|----------------|----------------|-------------------|------|------|--------|
|      |                |                |                   |      |      |        |
|      |                |                |                   |      |      |        |
|      |                | Not Applicable |                   |      |      |        |
|      |                |                |                   |      |      |        |
|      |                |                |                   |      |      |        |

**19 RECRUITMENT OF FACULTY**

At the time of establishment and next three years

| Year      | Recruitment |                     |                     | Total |
|-----------|-------------|---------------------|---------------------|-------|
|           | Professor   | Associate Professor | Assistant Professor |       |
| 2023-2024 | 2           | 3                   | 4                   | 9*    |
| 2024-2025 | 2           | 3                   | 4                   | 9*    |
| 2025-2026 | 2           | 3                   | 4                   | 9*    |

\*The faculty members are working in the IIHMRB.

**20 RECRUITMENT OF NON-TEACHING STAFF**

At the time of establishment and next five years

| Year | Recruitment                   |                | Total |
|------|-------------------------------|----------------|-------|
|      | Technical                     | Administrative |       |
|      |                               |                |       |
|      | Sufficient staff is available |                |       |
|      |                               |                |       |

For Institute of Health Management Research, Bangalore

*Alsha Nayyaralli*  
Director



**21 PROPOSED STRUCTURE OF GOVERNING BODY**

Already exists as per following

| Sl. No. | Trust / Society Representative | Academic Background |               | Industry Experience |
|---------|--------------------------------|---------------------|---------------|---------------------|
|         |                                | Technical           | Non-Technical |                     |
| 1       | Dr. Nagendra Swamy S. C        | -                   | PG Degree     | *                   |
| 2       | Dr. Vivek Talaulikar           | Ph.D.               | -             | *                   |
| 3       | Dr. C S Kedar. IAS (Retd),     | Ph. D               | PG Degree     | *                   |
| 4       | Dr. Sunita Maheshwari          | MBBS, MPH           | -             | *                   |
| 5       | Mr. Ayan Agarwal               | -                   | PG Degree     | *                   |
| 6       | Mr. Siddartha Bhattachaharya   |                     | PG Degree     | *                   |
| 7       | Dr. Uma Nambiar                | MBBS, MS            |               | *                   |
| 8       | Mr. Sandeep Sinha              |                     | PG Degree     | *                   |
| 9       | Dr. Nitin Jawahar              | MBBS, PG Degree     |               | *                   |
| 10      | Ms. Pragnya Patnaik            |                     | PG Degree     | *                   |
| 11      | Dr. Usha Manjunath             | Ph. D               |               |                     |
| 12      | Dr. Sarala Raju                | Ph. D               |               |                     |

\* More than 25-30 years

**22 INDUSTRY LINKAGES (at the time of establishment, and next five years)**

The Institute has a wide network of linkages with healthcare industry, hospitals, pharmaceutical organizations, in India and abroad. The Institute has partnered with over 50 organizations and institutions in India to facilitate learning and practical training of the scholars, and exposure to real situations.

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director

**DECLARATION**

I, **Usha Manjunath, Director of IIHMR, Bangalore** on behalf of "**Institute of Health Management Research, Bangalore**" hereby confirm that this Detailed Project Report has been prepared for the proposed Fellowship Program in Management (Hospital and Healthcare Management).

All the information furnished in the DPR is true to the best of my knowledge.

**Place: Bangalore**  
**Date: 5<sup>th</sup> April 2023**

**Name: Dr. Usha Manjunath**  
**Designation: Director**

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director

**Annex I****FPM application format (to be submitted by the applicant)****Part I: Applicant details**

1. Name of the applicant:
  - 1.1. Title:
  - 1.2. Forename:
  - 1.3. Surname:
2. Date of birth:
3. Gender:
4. Address:
5. Email:
6. Telephone/ Mobile no:
7. Nationality:
8. Expertise:
9. Educational qualification (starting from the highest):

| Sl. No | Degree | College/<br>University | specialization | Year of<br>completion |
|--------|--------|------------------------|----------------|-----------------------|
|        |        |                        |                |                       |
|        |        |                        |                |                       |
|        |        |                        |                |                       |

10. Professional experience (starting from the latest):

| Sl. No | Designation | Organization | Work description | Month & Year of starting service | Month & Year of completion of service |
|--------|-------------|--------------|------------------|----------------------------------|---------------------------------------|
|        |             |              |                  |                                  |                                       |
|        |             |              |                  |                                  |                                       |

11. Position:
12. Department:
13. Project Country:
14. Project geographic region:

For Institute of Health Management Research, Bangalore

*Alsha Manjunath*  
Director

**Part II: Proposed research plan (5000 words)**

1. Title of the Thesis proposed:
2. Is this a new project: Yes/No  
If no, describe the old project and how it is enhanced/extended into the new project.
3. Rationale:
4. Novelty/innovation:
5. Thesis Description:  
Including Literature, objectives, research questions, research methodology, and plan for evaluation.
6. How will the Thesis proposed address the problem:
7. Changes expected from the Thesis proposed:
8. Outcome/ output from the Thesis proposed:
9. Thesis duration:
10. Details of funds (if applicable):
11. Timeline of the Thesis:
12. Valorization:
  - Patent:
  - Intellectual property:
  - Publication:
  - Knowledge Disbursal:

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director

**Annex II**  
**Welfare Measures for Faculty, Staff, and Students**

For Institute of Health Management Research, Bangalore

*Asha Nayinalli*  
Director



## Guidelines for Fellow program in management Hospital & Healthcare Management

Institute of Health Management Research,  
Bangalore

FPM Guideline: Version 1  
Dec 2023

Approved on: 19/12/2023

Signed on: 19/12/2023

Signature of the Chair: *Alshamayya*

Place: *Bangalore*

0

For Institute of Health Management Research

*Alshamayya*  
Director





# Guidelines for Fellow program in management Hospital & Healthcare Management

Institute of Health Management Research,  
Bangalore

FPM Guideline: Version 1  
Dec 2023

Approved on:19/12/2023

Signed on:19/12/2023

Signature of the Chair:

Place:

For Institute of Health Management Research, Bangalore

*Alshaukath*  
Director

## Fellow Program in Management 2023 Guideline, IHMR, Bangalore

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Disclaimer: Parts of this documents had been adopted from AICTE & UGC documents

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

Director



## Fellow Program in Management (Hospital and Healthcare Management) Program Structure

### Introduction

IIHMR Bangalore is the south campus of Indian Institute of Health Management Research, Bangalore and offers an AICTE Approved, three-year full-time **Fellow Program in Management (Hospital and Healthcare Management)**. This program aims at building and strengthening research capacity in the management of healthcare to improve the standards of health of people through accessible, affordable, and equitable health services, to aid the evidence-based decision-making for the overall development of the nation. The Fellow Program in Management is suitable for all postgraduate scholars from multidisciplinary educational backgrounds.

The program offers a Fellow program in the following four areas of **Specialization**:

- Healthcare Management
- Hospital Management
- Health IT Management
- Pharmaceutical Management

### Objectives

The main objective of the FPM is to build capacity in evidence-based decision-making; impart research skills to address the needs of a dynamic healthcare environment; and To apply domain-specific knowledge to develop and address gaps in the healthcare system.

### Program Educational Objectives

PEO1: Assume leadership roles in academia and research organizations of the healthcare industry.

PEO2: Evaluate the presented challenge empirically and provide scientific and methodological solutions.

PEO3: Apply the concepts and techniques of research in healthcare management.

PEO4: Engage in technological advancement and innovations in the health sector to respond to emerging health industry challenges.

### Program Outcomes

PO1 Develop and apply knowledge of management theories and practices to solve business problems.

PO2 Appraise the healthcare challenges from multiple perspectives using appropriate research methodologies.

PO3 Excel in analytical and critical thinking abilities for evidence-based decision-making.

PO4 Ability to learn, communicate, and mentor others in the achievement of organizational goals, contributing effectively to research and academia.

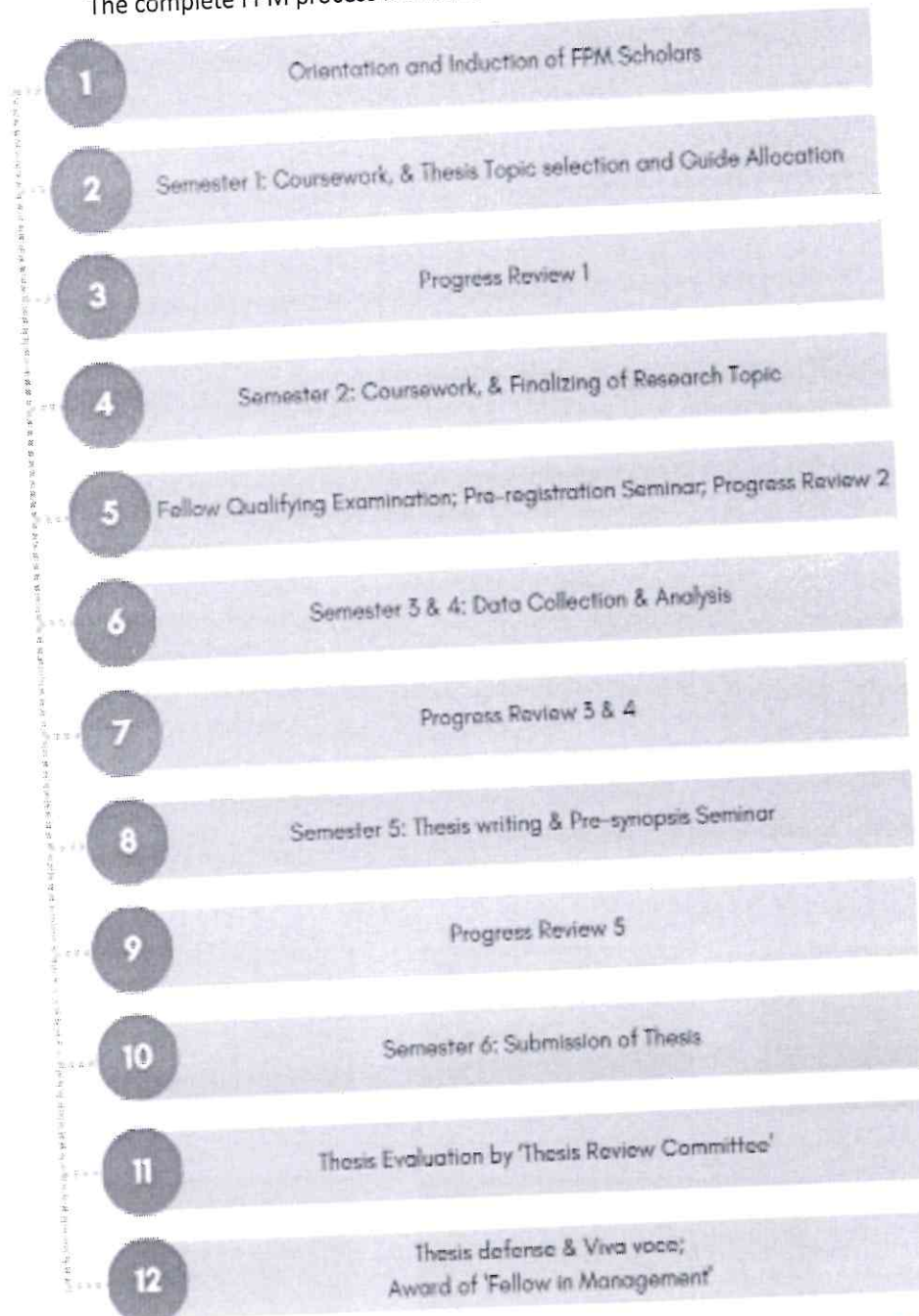
PO5 Foster technological advancement and innovations in their career to enhance the health of individuals and the community.

## Fellow Program in Management 2023 Guideline, IIHMR, Bangalore

### Mode of Delivery and Pedagogy of FPM

- Supervised and guided independent research
- Immersion program in Research & Teaching
- Case presentations, Article presentations and Publications
- Field visits, lectures, problem exercises
- Competency-based assignments & case study approach

The complete FPM process is described in the following flow chart.



Fellow Program in Management 2023 Guideline, IIMR, Bangalore

| Particulars                           | 1 <sup>st</sup> Year | 2 <sup>nd</sup> Year | 3 <sup>rd</sup> Year | Total Fee in Rs |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------|
| Tuition Fee                           | 75,000               | 75,000               | 70,000               | 2,20,000        |
| Admission Fee                         | 20,000               | -                    | -                    | 20,000          |
| Library Fee                           | 10,000               | 10,000               | 10,000               | 30,000          |
| IT & Support Charges                  | 20,000               | 20,000               | 20,000               | 60,000          |
| Examination Fee (15 courses @5,000/-) | 55,000               | 20,000               | 0                    | 75,000          |
| Synopsis Fee                          | -                    | 10,000               | 0                    | 10,000          |
| Thesis Viva                           | -                    | -                    | 20,000               | 20,000          |
| Degree & Convocation                  | -                    | -                    | 5,000                | 5,000           |
| Alumni Fee                            | -                    | -                    | 5,000                | 5,000           |
| Caution Money Refundable              | 5,000                | -                    | -                    | 5,000           |
| Total Fee                             | 1,85,000             | 1,35,000             | 1,30,000             | 4,50,000        |
| 1 <sup>st</sup> Instalment            | 1,31,300             | 94,200               | 89,500               |                 |
| 2 <sup>nd</sup> Instalment            | 53,700               | 40,800               | 40,500               |                 |

Course Structure

FPM is structured in three years including 6 semesters. The first year consists of coursework accounting for 30 credits, followed by the Fellow Qualifying examination. The second and the third year will be dedicated to research and thesis development. The progress of each semester will be reviewed by the RAC. The timeline for the PFM is provided in the annexure.

First Year – Semester 1 and 2

The Program has been designed on the Semester system. There will be a minimum of six semesters spread over the whole period of three years, with two semesters in each year.

The course structure for the first year is divided into 1<sup>st</sup> semester consisting of general courses (general management) and the Second semester consisting of specialty-specific courses (based on the research thesis opted). The Credit for the courses is mentioned below:

| Semester   | Module   | Course Title                            | Credits   |
|------------|----------|---|-----------|
| Semester 1 | Module 1 | Management – Principles and Practices   | 3         |
|            |          | Hospital and Health Systems Management  | 3         |
|            |          | Research Methodology                    | 3         |
|            |          | Statistical Methods and Data Management | 3         |
|            |          | General Credit Seminar                  | 3         |
|            |          | Stream specific Course 1                | 3         |
| Semester 2 | Module 2 | Stream specific Course 2                | 3         |
|            |          | Stream specific Course 3                | 3         |
|            |          | Specific Credit Seminar                 | 3         |
|            | Module 3 | Review paper                            | 3         |
|            |          | <b>Total Credits</b>                    | <b>30</b> |

Stream Specific Courses – First Year – Semester 2

## Fellow Program in Management (Hospital and Healthcare Management) Program Structure

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PO3 Excel in analytical and critical thinking abilities for evidence-based decision-making.

PO4 Ability to learn, communicate, and mentor others in the achievement of organizational goals, contributing effectively to research and academia.

PO5 Foster technological advancement and innovations in their career to enhance the health of individuals and the community.

For Institute of Health Management Research, Bangalore

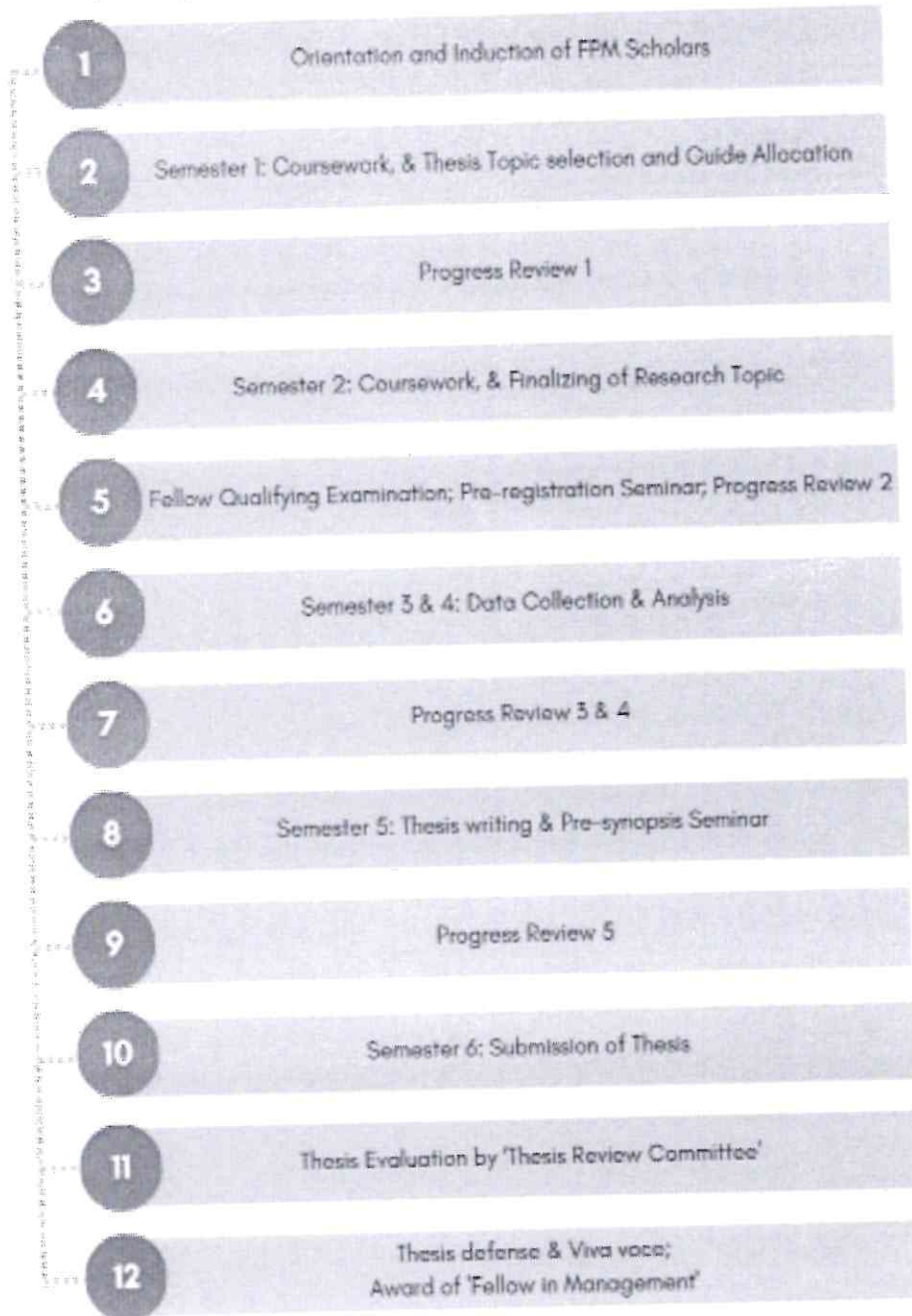
*Alsha Manjirath*  
Director

## Fellow Program in Management 2023 Guideline, IIHMR, Bangalore

### Mode of Delivery and Pedagogy of FPM

- Supervised and guided independent research
- Immersion program in Research & Teaching
- Case presentations, Article presentations and Publications
- Field visits, lectures, problem exercises
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The complete FPM process is described in the following flow chart.

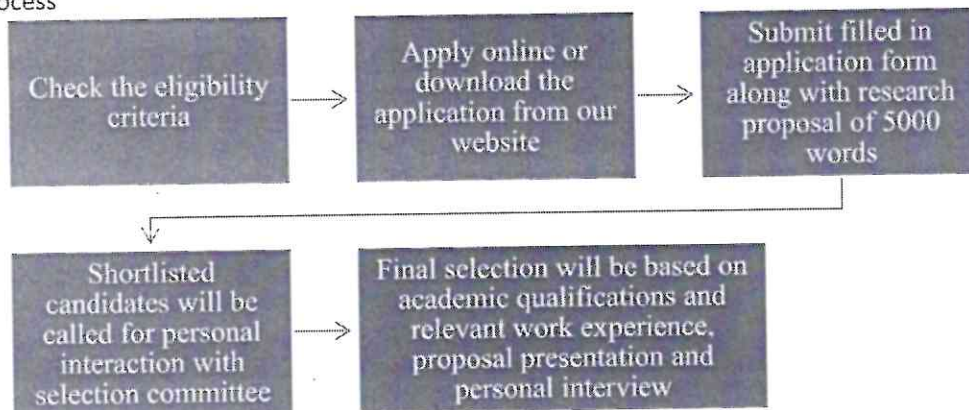


## Fellow Program in Management 2023 Guideline, IIHMR, Bangalore

### Eligibility Criteria

- Master's or equivalent degree with aggregate 60% marks
- Those appearing for final examination (Such students, if selected shall be provisionally admitted provided they complete all requirements in obtaining their master's degree before 30th September of the year of admission). The admission of these candidates shall remain provisional until they produce the mark sheet proving that they satisfy the eligibility criteria. The deadline for submitting the final year mark sheet is 31st October.
- Working professionals are encouraged to apply for FPM program.
- Candidates can include a year/eight-semester MBBS/MD, B. Pharm, BHMS/BAMS/other equivalent AYUSH degree, B.Sc. Nursing, B.E./ B. Tech with a minimum of 60% marks (Relaxation of 5% is given to SC/ST candidates) or equivalent grade point. These candidates should have a minimum of two years' experience of working in the health/relevant sector after obtaining the degree.
- The degrees of candidates from foreign universities must be recognized by the Association of Indian Universities (AIU).
- Preference will be given to candidates who have cleared GMAT/GRE/CAT/NET/SLET/any other equivalent examination with high scores.

### Admission Process



### Fee Payment Structure

Candidates are requested to submit their acceptance in writing within 10 days from the date of receiving the letter of selection for FPM. The candidate should pay the first instalment of the first year's fee within 15 days of acceptance of the position. FPM Course fee for the year 2023-26 is as follows:

For Institute of Health Management Research, Bangalore  
*Asha Manjunath*  
Director

Fellow Program in Management 2023 Guideline, IIMR, Bangalore

| Particulars                           | 1 <sup>st</sup> Year | 2 <sup>nd</sup> Year | 3 <sup>rd</sup> Year | Total Fee in Rs |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------|
| Tuition Fee                           | 75,000               | 75,000               | 70,000               | 2,20,000        |
| Admission Fee                         | 20,000               | -                    | -                    | 20,000          |
| Library Fee                           | 10,000               | 10,000               | 10,000               | 30,000          |
| IT & Support Charges                  | 20,000               | 20,000               | 20,000               | 60,000          |
| Examination Fee (15 courses @5,000/-) | 55,000               | 20,000               | 0                    | 75,000          |
| Synopsis Fee                          | -                    | 10,000               | 0                    | 10,000          |
| Thesis Viva                           | -                    | -                    | 20,000               | 20,000          |
| Degree & Convocation                  | -                    | -                    | 5,000                | 5,000           |
| Alumni Fee                            | -                    | -                    | 5,000                | 5,000           |
| Caution Money Refundable              | 5,000                | -                    | -                    | 5,000           |
| <b>Total Fee</b>                      | <b>1,85,000</b>      | <b>1,35,000</b>      | <b>1,30,000</b>      | <b>4,50,000</b> |
| 1 <sup>st</sup> Instalment            | 1,31,300             | 94,200               | 89,500               |                 |
| 2 <sup>nd</sup> Instalment            | 53,700               | 40,800               | 40,500               |                 |

Course Structure

FPM is structured in three years including 6 semesters. The first year consists of coursework accounting for 30 credits, followed by the Fellow Qualifying examination. The second and the third year will be dedicated to research and thesis development. The progress of each semester will be reviewed by the RAC. The timeline for the PFM is provided in the annexure.

First Year – Semester 1 and 2

The Program has been designed on the Semester system. There will be a minimum of six semesters spread over the whole period of three years, with two semesters in each year.

The course structure for the first year is divided into 1<sup>st</sup> semester consisting of general courses (general management) and the Second semester consisting of specialty-specific courses (based on the research thesis opted). The Credit for the courses is mentioned below:

| Semester   | Module   | Course Title                            | Credits              |
|------------|----------|---|----------------------|
| Semester 1 | Module 1 | Management – Principles and Practices   | 3                    |
|            |          | Hospital and Health Systems Management  | 3                    |
|            |          | Research Methodology                    | 3                    |
|            |          | Statistical Methods and Data Management | 3                    |
|            |          | General Credit Seminar                  | 3                    |
| Semester 2 | Module 2 | Stream specific Course 1                | 3                    |
|            |          | Stream specific Course 2                | 3                    |
|            |          | Stream specific Course 3                | 3                    |
|            | Module 3 | Specific Credit Seminar                 | 3                    |
|            |          | Review paper                            | 3                    |
|            |          |   | <b>Total Credits</b> |

Stream Specific Courses – First Year – Semester 2

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Director

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Three courses will be taken up by the Scholar during semester 2 as per the area of specialization. The list of stream-specific courses includes:

|          | Healthcare  | Hospital  | Healthcare IT   | Pharmaceutical  |
|----------|---|---|---|---|
| Mand     | <ul style="list-style-type: none"> <li>• Policy analysis – Health &amp; related</li> <li>• Epidemiology &amp; Population Science</li> </ul>   | <ul style="list-style-type: none"> <li>• Hospital Services &amp; Operations</li> <li>• Organization Behaviour &amp; HR</li> </ul>   | <ul style="list-style-type: none"> <li>• Design Thinking for Health Information System (HIS)</li> <li>• Technology Acceptance Modelling</li> <li>• HIT Regulations</li> </ul>           | <ul style="list-style-type: none"> <li>• Pharmaceutical Supply Chain Management</li> <li>• Marketing and Brand Management</li> </ul>  |
| Elective | <ul style="list-style-type: none"> <li>• Health Economic &amp; Finance</li> <li>• Healthcare Quality, Accreditations &amp; Regulations</li> <li>• Health Communication &amp; Literacy</li> <li>• (Communication Planning and Management)</li> </ul>   | <ul style="list-style-type: none"> <li>• Healthcare Quality, Accreditations, &amp; Regulations</li> <li>• Accounting &amp; Financing</li> <li>• Marketing and Brand Management</li> </ul> | <ul style="list-style-type: none"> <li>• AI/ML and Big Data Applications in Healthcare</li> <li>• Consumer Health Informatics</li> <li>• Healthcare Analytics and Technology</li> </ul> | <ul style="list-style-type: none"> <li>• Regulatory Affairs</li> <li>• Good Clinical /Laboratory /Manufacturing Practices</li> <li>• Organization Behaviour &amp; HR</li> </ul> |
| Worksho  | <ul style="list-style-type: none"> <li>• Global Health</li> <li>• Business &amp; Market Research</li> <li>• Design thinking, Innovation &amp; Entrepreneurship</li> <li>• Strategic Business Management in Healthcare</li> <li>• Scientific Writing &amp; Publications</li> <li>• Project Management</li> <li>• Legal &amp; Ethical issues in healthcare</li> </ul> |   |   |   |

Research Guidance

**Guide Allocation** – Guide and Co-guide will be allocated during the end of Semester 1 by the BoS based on the research interests and the technical expertise of the guides and co-guides. The scholar will work with the guide so that topic finalization, pre-registration seminar, and report can be prepared by the end of Semester 2.

**Guides and Co-guides available at IIHMR, Bangalore**

| Guides                 | Co-Guides                |
|------------------------|--------------------------|
| Dr. Usha Manjunath     | Dr. Rajeshwari B.S.      |
| Dr. Amita Mukhopadhyay | Dr. Gyan Chandra Kashyap |
| Dr. Sarala Raju        | Dr. Jyoti Vijay          |
| Dr. Kirti Udayai       | Dr. Subodh S Satheesh    |
| Dr. Pankaj Rahi        |                          |

The guides will be allocated based on the research interests of the scholars. Additional guides can be allocated on a need basis along with one Guide and one Co-Guide from within the institution. Additional Co-guides and or mentors can be allocated based on the research interest of the Scholar. The authorship of all the publications as a result of the research will be based on the contribution made by the Guides, Co-Guides, and Mentors with the Scholar as the first author.

*Usha Manjunath*  
Director



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Change of Guide: In case the Guide or the Co-guide leaves the organization then the Guides will be reallocated by the Director based on the research area of the Scholar and approval by the Board of Studies.

Obligations of the Guide: It's the Guide's responsibility to ensure all the formalities of the FPM are completed by the scholar. The Guide is expected to address all the teaching, skills, and career advancements of the scholars. The Guide should ensure relevant and adequate advice on important aspects as the involvement of additional Guide, where deemed appropriate, whether the proposed thesis topic is feasible within the given time frame, and whether the topic has the potential to lead to new results of the significantly high standard of international level.

Obligations of the FPM Scholar: It is the responsibility of the FPM Scholar to meet all the deliverables as per the requirements of the AICTE for the award of the degree. The scholar should ensure that the decorum of the course and the institute is maintained. The FPM Scholar shall adhere to the ethics of research. All the academic rules and regulations, and other policies as applicable to the students of IIMR, Bangalore shall apply to the FPM Scholars. If the scholar is absent for the whole semester, then it will be taken on a case-to-case basis for the extension of the program.

The scholar shall select a research topic that is socially relevant, locally need-based, nationally important, globally significant, creates value to the society, and is in cutting-edge areas, thus, contributing to new and additional knowledge in the areas of emerging concerns worldwide.

The Scholar shall present the progress of each semester for evaluation and further guidance. The progress report shall be submitted a week in advance for the review. In case the review is not satisfactory the scholar along with the Guides and Co-Guides shall make amendments to recoup the backlog.

The research proposal is a written document and needs to include but not be limited to:

- i. Cover page
- ii. Table of content
- iii. Introduction
- iv. Study Background
- v. A Brief Review of Related Literature
- vi. Research gaps identified and conceptual framework (if any)
- vii. Scope of the study and study objectives
- viii. Proposed methodology: including Operationalization of variables; sampling plan; hypotheses (if any) and data analysis plan
- ix. Significance & Expected outcomes of study
- x. References: APA format

Once the scholar is ready with the written document and this has been approved by the Guide and RAC members, the proposal is ready for the pre-registration seminar.

The scholar and the Guide and Co-Guides must be in a good working relationship for the successful completion. Any disagreement will be addressed by the Director with the approval

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of the Board of Studies. In case an amicable solution is not reached, this can be addressed in Bangalore's jurisdiction under the Court of Law as applicable.

### Research Advisory Committee (RAC)

The Director shall nominate a Research Advisory Committee for each Fellow based on the recommendation of the Guide(s) consisting of one internal expert and two external experts. The role of RAC is as follows:

- Review the research proposal and finalize the topic of research for adequacy of the research design for the Thesis Proposal
- Provide feedback on the FPM developed study design, and methodology of research.
- Approve the identified course of the study under the supervision of the Guides and Co-Guides.
- Review the progress of the scholar at the end of the semester.
- Assess the scholar during Pre-registration Seminar, Pre-Synopsis seminar presented by the research scholars and to provide feedback.
- Providing written feedback on the synopsis report submitted by the research scholar.
- Oversee the overall quality of training of the scholar.

Pre-registration Seminar – The scholar should give a pre-registration seminar at the end of Semester 2. The Research Scholar shall submit 5 copies of the proposal (in about 15-20 pages) 15 days before the date of the Seminar. RAC will evaluate the progress and provide recommendations to the BoS.

The pre-registration seminar is organized by the FPM office. The process to be followed for the same is as follows:

- The written document of the proposal is duly approved by the Guide
- The document is checked and the plagiarism report is attached duly cross-signed by the Guide.
- The Scholar's Guide submits the final proposal draft and plagiarism report to the FPM office.
- The FPM Programme Office organizes the Seminar in consultation with the Guide and RAC members.

The proposal is presented before the FPM Research Advisory Committee, for their comments and feedback. Post the presentation, the faculty council examines the defense and takes a decision on Accepting or Rejecting the proposal.

In the event of acceptance, the guide communicates any suggestions given by the faculty council to the student and final proposal along with the registration form is to be submitted within maximum One month of the defense.

In the event of Re-submission, the scholar would be given time to resubmit the revised research proposal within Three Months; and give a fresh seminar on the revision. In case he/she fails to defend the proposal a second time the scholar would need to withdraw from the program.

Application for Registration: A candidate must apply for formal registration to the program, within one month of the successful defense of the pre-registration seminar. The application for registration needs to be done on the institute's prescribed form (Annexure). The application for registration needs to be accompanied by the following:

- Thesis title and summary (250 words)

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- Final research proposal approved & signed by the Guide and co-guide
- Registration is effective from the date of registration for the FPM Candidature.

Once the registration is complete the scholar will be engaged in the conduction of the thesis work and is expected to carry out the following:

**Progress Report:** The RAC monitors the progress of the Research Scholar. At the end of every Six Months, the Guide submits the scholar's progress in the prescribed format (Annexure) to the Chairperson – FPM and RAC. In case the performance of the scholar is unsatisfactory, the Chairperson – FPM and Research and RAC decide, regarding the course of action to be taken.

### Second year – Semester 3 & 4

**AICTE Registration –** The scholar should apply for formal registration within one month after successful completion of the pre-registration Seminar, failing which his candidature could be cancelled.

Scholars could be in the field for data collection after approval from the guide.

Scholars should submit their theses within 2 years of AICTE registration. A two-year extension can be provided by approval from the Director, if the scholar fails to submit the thesis within this extension period, then his candidature will be cancelled.

### Third Year Semester 5 & 6

**Pre-synopsis Seminar:** Every scholar before the submission of his/ her thesis must give a pre-synopsis Seminar at the Institution. The scholar should submit 5 copies of the pre-synopsis Report. The Report shall include the focus and the summary of the Thesis. Highlighting his/ her contribution, details of the methodology, results, analysis, conclusions, limitations, and scope for future research. It is to be submitted through the Guide(s).

### Synopsis Submission

The scholar should submit five copies of the Synopsis approved by the Guide. This synopsis will be evaluated by the Thesis Evaluation Committee. The modifications if recommended will be incorporated in the thesis as suggested by the Guides. The scholar shall submit the Synopsis in soft copy within a month of the Pre-synopsis seminar.

### Thesis Submission

The approved synopsis with the recommendations of the Thesis Evaluation Committee and all the necessary certificates will be considered as a thesis and should be submitted in six copies for open defense and viva voce. The scholar should submit the final thesis within a month after the approval by TEC for open defense and viva voce. The complete scheduling and coordination will be the responsibility of the FPM office. Once the final thesis is received the date for open defense and viva voce will be organized as per the availability of the members.

The thesis should demonstrate a research scholar's capability to make fruitful use of research methods appropriate to the problem and to develop and handle evidence satisfactorily. Hence, the thesis should contain a statement of (a) the research procedures employed and (b) the extent, nature, reliability, and suitability of the evidence gathered. Clarity, conciseness, and

orderliness in writing and presentation are required. It is necessary to include sufficient evidence to support the reasoning and conclusions to permit other research scholars to build upon them. The thesis length will vary with the research topic and evidence required.

#### Thesis Evaluation Committee

The Thesis Evaluation Committee (TEC) will be set up by the Director and approved by the Board of Studies with the recommendations from the Guide. The Guide will recommend 7 persons in the scholar's area of the research and the BoS will appoint 5 members from the list as TEC. The thesis will be evaluated by experts in the area of the topic of this two will be from India and one will be from out of India. Each thesis evaluator will be requested to submit the detailed assessment report and his/her recommendation on a prescribed proforma within two months from the date of receiving the thesis. The thesis evaluation proforma is in the annexure.

In case one of the members of the TEC rejects the thesis then the thesis will be sent to another TEC member. If it is rejected again the thesis is no longer valid and the candidature will have to re-register for the FPM. The recommendation will be as follows:

1. Approved without modification.
2. Approved with slight modification.
3. Approved with major modification.
4. Rejected.

On receipt of the individual reports from the members, the RAC will examine them and advise the Guide on the status of the thesis accordingly. The modifications suggested will be incorporated into the thesis based on the approval by the guides. If the decision is "Approved" then an Open Defense of the candidate shall be conducted by the RAC and the Thesis Evaluation Committee. At least three TEC members (one being out of India) will be part of Open Defense and Viva-voce. The candidate will defend the thesis in Open Defense and Viva-voce conducted by the TEC.

#### Open Defense and *Viva-voce*

Once the Thesis is submitted, an Open Defense and *Viva-voce* examination will be conducted by the Thesis Review Committee and presided by the Board of Studies. The Defense will be for 90 minutes; 30 minutes of presentation of the Thesis by the scholar; 45 minutes of Defense with the Thesis Review Committee; 15 minutes for Open Thesis Defense. After the defense the committee will deliberate for 15 minutes in another room and discussion by the committee followed by the announcement of results. The thesis of satisfactory quality will be awarded the 'Fellow in Management'.

#### Evaluation

Evaluation of the scholar is a continuous process. The scholar is required to achieve a prescribed standard in the total coursework, seminars, independent study, and thesis.

#### 1. Coursework Assessment

**Fellow Qualifying Examination (FQE)** – Formative assessment for all the courses will be ongoing during the course work. Every candidate is required to pass the Fellow Qualifying Examination as per the evaluation criteria. Each course is for a total of 100 marks, with a break of Formative Assessment and Fellow Qualifying Examination at the ratio of 40:60. The FQE

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could include an open book examination and focus on analytical skills and application of the knowledge. Every scholar should score a minimum of 60% marks in formative assessment and FQE.

Progress review will be carried out at the end of each semester by the Research Advisory Committee. The scholar will present his progress in front of the RAC, and they will evaluate it to be satisfactory or as needs improvement with their recommendations.

## 2. Thesis Evaluation

A satisfactory thesis duly approved by the Thesis Evaluation Committee will be an essential requisite for the award of the Fellow in Management. In case one of the members of the TEC rejects the thesis then the thesis will be sent to another TEC member. If it is rejected again the thesis is no longer valid and the candidature will have to re-register for the FPM. The availability of TEC for Open defense and viva voce could be in hybrid mode considering their availability and travel convenience.

## 3. Open Defence and Viva-voce

On approval of the thesis from the Thesis Evaluation committee, the scholar will be allowed for open defense and viva-voce examination. Scholar should defend their research work satisfactorily.

Open defense and viva-voce, the scholar will be awarded with "**Fellow in Management**".

The 60% of the marks in each course and evaluation is a mandate for the successful completion of the course. After the scholar qualifies, the research work and the thesis will be evaluated based on the Likert scale as Excellent, Good, Satisfactory, and Not Satisfactory.

### Award of Fellow

The following are the requirements for the award of Fellow:

**Attendance:** Every scholar is expected to attend all the classes and have at least 75% attendance in each course in the respective semester. No unauthorized absence from fieldwork is permitted.

**Course Examination:** Every scholar should attain a minimum of 60% marks.

**Academic Performance in Seminars, Teaching Assignments, and Independent Studies:** The scholars will be assessed based on their performance during the period of the fellow program. They will be assessed regularly by the guide.

**Thesis Evaluation:** Every scholar is required to undergo research work leading to a thesis. The final thesis is approved by the guide and will be sent to the thesis evaluation committee constituted by the Director. A satisfactory thesis report duly approved by the Thesis Evaluation Committee will be an essential requisite for open Defence. On successful open defense and viva voce, the scholar will be awarded with "**Fellow in Management**".

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Annexures

Annexure 1

Timeline for the FPM

Following timeline to be adhered by the scholar, concerned authorities and officials, modifications can be permitted from the approval of the Board of Studies

| SI No | Milestone                             | Timeline  |
|-------|---------------------------------------|---|
| 1     | Statement of Purpose for the thesis   | Within 6 months from the start of the FPM                 |
| 2     | Guide finalization                    | Within three weeks of the submitting statement of purpose |
| 3     | Setting up of RAC                     | Within one month of the submitting statement of purpose   |
| 4     | Fellow Qualifying Examination (FQE)   | Within 10 months from the start of the FPM                |
| 5     | Pre-Registration seminar              | Within one month after FQE                                |
| 6     | FPM Registration                      | Within one month after Pre-Registration Seminar           |
| 7     | Draft Review Article                  | Within one year of starting FPM                           |
| 8     | Start of Data collection for research | Within one month after Pre-Registration Seminar           |
| 9     | Pre-Synopsis Seminar                  | Within 30 months from the start of FPM                    |
| 10    | Submission of Pre-Synopsis Report     | Within one month of the Pre-Synopsis Seminar              |
| 11    | Setting up of TEC                     | Within one month of submission of pre-synopsis report     |
| 12    | Submission of Thesis for TEC          | Within 34 months from the start of the FPM                |
| 13    | Decision on of the TEC members        | Within one month from the receipt of the thesis           |
| 14    | Open Defense and Viva voce            | Within 24 months after registration by the Scholar        |

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*Asha Manjunath*  
Director

FPM Scholar Registration Application



FELLOW PROGRAM IN MANAGEMENT FPM2020

REGISTRATION APPLICATION

Scholar's Name: \_\_\_\_\_  
(In block letters)

Enrollment Number: \_\_\_\_\_

|  |  |
|--|--|
| Title of the Dissertation                        |  |
| Thesis Abstract:                                 |  |
| Names of the Research Advisory Committee Members |  |
| Permanent Address and Telephone/Mobile No.:      |  |
| Postal Address and Telephone/Mobile No.:         |  |
| E-mail ID:                                       |  |

Date: \_\_\_\_\_ (Signature of the Scholar) \_\_\_\_\_

Name of the Guide: \_\_\_\_\_ (Signature)

Name of the Co-Guide: \_\_\_\_\_ (Signature)

For Institute of Health Management Research, Bangalore

*Asha Manjunath*

Director

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For Official Use Only

\_\_\_\_\_  
Registration Number  
Official)

\_\_\_\_\_  
Date

\_\_\_\_\_  
(Signature of

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*Alsha Nayyar*  
Director



FPM Progress Report

**FELLOW PROGRAM IN MANAGEMENT FPM2020  
FPM PROGRESS REPORT**

1. Name of the Scholar:
2. Registration No.:
3. Date of Commencement of the Fellow Programme:
4. Date of the Comprehensive Exam & Status:
5. Name of the supervisor:
6. TAC Members:
7. Last TAC meeting held on (report to be attached):
8. Thesis title:
9. Number of days the scholar remained out of station for field work travel with dates and places visited (if applicable):
10. Publications during the period under report (Title of the article/paper) (please enclose reprint of each):
11. A detailed account of the work done during the period (a separate sheet may be attached for the purpose)

| Research Phase   | Status as per last report | Progress and current status |
|--|---------------------------|-----------------------------|
| Preparation of Research Proposal,  |                           |                             |
| Pre-registration Presentation and submission of the final draft of the proposal for the thesis |                           |                             |
| Data Collection  |                           |                             |
| Data Analysis  |                           |                             |
| Writing of Thesis  |                           |                             |

12. Comments of the Supervisor on the progress of the research work by the scholar during the period under report

Name and signature of the Scholar:

Name and Designation of the Guide:

Signature:

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*Alsha Naynath*  
Director

Guidelines for Writing the Thesis

**PREAMBLE**

While utmost attention must be paid to the content of the thesis, which is being submitted in partial fulfilment of the requirements of the FPM. degree, it is important that a standard format be prescribed. The same format shall also be followed in preparation of the final soft copies to be submitted to FPM office.

**1. ORGANISATION OF THE THESIS**

This thesis shall be presented in a number of chapters, starting with Introduction and ending with Summary and Conclusions. Each of the other chapters will have a precise title reflecting the contents of the chapter. A chapter can be subdivided into sections, subsections and sub-sub-sections to present the content discretely and with due emphasis.

**1.1 Introduction**

The title of Chapter 1 shall be Introduction. It shall justify and highlight the problem posed, define the topic and explain the aim and scope of the work presented in the thesis. It may also highlight the significant contributions from the investigation.

**1.2 Review of Literature**

This shall normally form Chapter 2 and shall present a critical appraisal of the previous work published in the literature pertaining to the topic of the investigation. The extent and emphasis of the chapter shall depend on the nature of the investigation.

**1.3 Report on the present investigation**

The reporting on the investigation shall be presented in one or more chapters with appropriate chapter titles.

Due importance shall be given to experimental setups, procedures adopted, techniques developed, and methodologies developed and adopted.

While important derivations/formulae should normally be presented in the text of these chapters, extensive and long treatments, copious details, and tedious information, detailed results in tabular and graphical forms may be presented in Appendices if needed. However, representative data in table and figures may be included in appropriate chapters.

Figures and tables should be presented immediately following their first mention in the text. Short tables and figures (say, less than half the writing area of the page) should be

presented within the text, while large tables and figures may be presented on separate pages.

Equations should form separate lines with appropriate paragraph separation above and below the equation line, with equation numbers to the right.

#### **1.4 Results and Discussions**

This shall form the penultimate chapter of the thesis and shall include a thorough evaluation of the investigation carried out and bring out the contributions from the study. The discussions shall logically lead to inferences and conclusions as well as scope for possible further future work.

#### **1.5 Summary and Conclusions**

This will be the final chapter of the thesis. A brief report of the work carried out shall form the first part of the Chapter. Conclusions derived from the logical analysis presented in the Results and Discussions Chapter shall be presented and clearly enumerated, each point stated separately. Scope for future work should be stated lucidly in the last part of the chapter.

#### **1.6 Appendix**

Detailed information, lengthy derivations, raw experimental observations etc. are to be presented in the separate appendices, which shall be numbered in Roman Capitals (e.g. "Appendix IV"). Since reference can be drawn to published/unpublished literature in the appendices these should precede the "Literature Cited" section.

#### **1.7 Literature Cited**

This should follow the Appendices, if any, otherwise the Summary and Conclusions chapter. The candidates shall follow the style of citation and style of listing in one of the standard journals in the subject area consistently throughout his/her thesis. However, the names of all the authors along with their initials and the full title of the article/monogram/book etc. have to be given in addition to the journals/publishers, volume, number, pages(s) and year of publication.

Citation from websites should include the names(s) of author(s) (including the initials), full title of the article, website reference and when last accessed. Reference to personal communications, similarly, shall include the author, title of the communication (if any) and date of receipt.

##### ***1.7.1 Publications by the candidate***

Articles, technical notes etc. on the topic of the thesis published by the candidate may be separately listed after the literature cited. This may also be included in the contents. The candidates may also include reprints of his/her publications after the literature citation.

#### **1.8 Acknowledgements**

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*Usha Mayyath*  
Director

The acknowledgments by the candidate shall follow the declaration of honesty, signed by him/her, with date.

## 1.9 Plagiarism

The Thesis will follow a strict code regarding Plagiarism. The maximum permissible plagiarism in the thesis is set at 20%. The content of the thesis should be adequately cited and referred to avoid plagiarism.

## 2. THESIS FORMAT (Mandatory)

### 2.1 Paper

#### 2.1.1 Quality

The thesis shall be printed/xeroxed on white bond paper, whiteness 95% or above, weight 70 gram or more per square meter.

#### 2.1.2 Size

The size of the paper shall be standard A 4; height 297 mm, width 210 mm.

#### 2.1.3 Type •Setting, Text Processing and Printing

The text shall be printed employing LaserJet or Inkjet printer, the text having been processed using a standard text processor. The standard font shall be Times New Roman of 12 pts with 1.5 line spacing.

#### 2.1.4 Page Format

The Printed Sheets shall have the following written area and margins:

|                 |        |
|-----------------|--------|
| Top Margin      | 15 mm  |
| Head Height     | 3 mm   |
| Head Separation | 12 mm  |
| Bottom Margin   | 22 mm  |
| Footer          | 3 mm   |
| Foot Separation | 10 mm  |
| Text Height     | 245 mm |
| Text Width      | 160 mm |

When header is not used the top margin shall be 30 mm.

#### **Left and Right Margins**

The candidates shall have the options of single- or double-sided printing

#### **Single sided/odd number page (in double sided printing)**

Left Margin 30mm Right Margin 20 mm

#### **Double sided- even-numbered page**

Left Margin 20mm Right Margin 30mm

#### 2.1.5 Plagiation

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*Disha Naynath*

Director

Page numbering in the text of the thesis shall be Hindu Arabic numerals at the center of the footer. But when the candidate opts for header style the page number shall appear at the right and left top corner for the odd and even number pages, respectively.

Page number "1" for the first page of the Introduction chapter shall not appear in print, only the second page will bear the number "2".

The subsequent chapters shall begin on a fresh page (fresh odd number page in case of double-sided printing). When header style is chosen the first page of each chapter will not have the header and the page number shall be printed at the center of the footer.

Pagination for pages before the Introduction chapter shall be in lowercase Roman numerals, e.g., "iv".

#### **2.1.6 Header**

When the header style is chosen, the header can have the Chapter number and Section number (e.g., Chapter 2, Section 3) on even numbered page headers and Chapter title or Section title on the odd numbered page header.

#### **2.1.7 Paragraph format**

The vertical space between paragraphs shall be about 2.5 line spacing.

The first line of each paragraph should normally be indented by five characters or 12mm. A candidate may, however, choose not to indent if (s) he has provided sufficient paragraph separation.

A paragraph should normally comprise more than one line. A single line of a paragraph shall not be left at the top or bottom of a page (that is, no windows or orphans should be left)

The word at the right end of the first line of a page or paragraph should, as far as possible, not be hyphenated.

## **2.2 Chapter and Section Format**

### **2.2.1 Chapter**

Each chapter shall begin on a fresh page (odd number page in case of double-sided printing) with an additional top margin of about 75mm. Chapter number (in Hindu-Arabic) and title shall be printed at the center of the line in 6mm font size (18pt) in bold face using both upper and lower case (all capitals or small capitals shall not be used). A vertical gap of about 25mm shall be left between the Chapter number and Chapter title lines and between chapter title line and the first paragraph.

### **2.2.2 Sections and Subsections**

A chapter can be divided into Sections, Subsections and Sub-sub-Sections so as to present different concepts separately. Sections and subsections can be numbered using decimal points, e.g., 2.2 for the second section in Chapter 2 and 2.3.4 for the fourth Sub-section in third Section of Chapter 2. Chapters, Sections and Subsections shall be included in the

contents with page numbers flushed to the right. Further subsections need not be numbered or included in the contents.

The Section and Subsection titles along with their numbers in 5 and 4mm (16 and 14pt) fonts, respectively, in bold face shall be flushed to the left (not centred) with 15 mm space above and below these lines.

In further subdivisions character size of 3 and 3.5 with bold face, small caps, all caps and italics may be used for the titles flushed left or centred. These shall not feature in the contents.

### **2.2.3 Table / Figure Format**

As far as possible tables and figures should be presented in portrait style. Small size table and figures (less than half of writing area of a page) should be incorporated within the text, while larger ones may be presented on separate pages. Table and figures shall be numbered chapter wise. For example, the fourth figure in chapter 5 will bear the number Figure 5.4 or Fig 5.4

Table number and title will be placed above the table while the figure number and caption will be located below the figure. Reference for Table and Figures reproduced from elsewhere shall be cited in the last and separate line in the table and figure caption, e.g. (after McGregor[12]).

## **3. AUXILIARY FORMAT (Mandatory)**

### **3.1 Binding**

The final hard bound copies to be submitted after the defense should be in black color or in color depending on the sections containing results

### **3.2 Front Covers**

The front covers shall contain the following details:

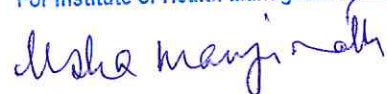
- Full title of thesis in 6 mm 22 point's size font properly centred and positioned at the top.
- Full name of the candidate in 4.5 mm 15 point's size font properly centred at the middle of the page.
- A 40 mm dia replica of the Institute emblem followed by the name of the Institute and the year of submission, each in a separate line and properly centred and located at the bottom of page.

#### **3.2.1 Lettering**

All lettering shall be embossed in gold.

#### **3.2.2 Bound back**

For Institute of Health Management Research, Bangalore



Director

The degree, the name of the candidate, and the year of submission shall also be embossed on the bound (side) in gold.

### 3.3 Blank Sheets

In addition to the white sheets (binding requirement), two white sheets shall be put at the beginning and the end of the thesis.

### 3.4 Title Sheet & Certification

This shall be the first two printed pages of the thesis and shall contain the submission statement: the Thesis submitted in partial fulfilment of the requirements of the Fellow in Management, Institute of Health Management Research, Bangalore. Following the title sheet, the guide and co-guide shall certify the originality of the work. The sample copy of the 'Title Sheet' and certificate is given on following page.



<TITLE>

A Thesis submitted in partial fulfilment of the

Fellow Programme in Management at

Institute of Health Management Research, Bangalore

By

<Scholar name>

<Month, Year>

Under the Guidance of

<Guide>

<Co-Guide>

21

For Institute of Health Management Research, Bangalore

*Alsha Manjrekar*  
Director

**CERTIFICATE**

This is to certify that the dissertation titled  
" \_\_\_\_\_ " submitted to the Institute of  
Health Management Research, Bangalore in partial fulfillment of the requirements of the  
Fellow Program in Management is an original work done by Mr./Ms. \_\_\_\_\_  
at the Institute of Health Management Research, Bangalore under our supervision and  
guidance.

To the best of our knowledge, this thesis has not formed the basis for the award of  
fellowship or other similar title to any candidate of any university/ Institute.

Date:

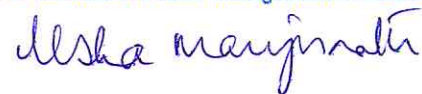
Name and Signature (Guide)

Professor of ----- IIHMR, Bangalore

Name and Signature (Committee Member)

Professor of ----- IIHMR, Bangalore

For Institute of Health Management Research, Bangalore



Director



### 3.5 Dedication Sheet

If the candidate so desires(s) may dedicate his/her thesis, which statement shall follow the title page. If included, this shall form the page 1 of the auxiliary sheets but shall not have a page number.

#### DECLARATION

I do hereby declare that the dissertation titled " \_\_\_\_\_ " submitted to the Institute of Health Management Research, Bangalore in partial fulfillment of the award of Fellow in Management-Hospital and Healthcare Management, of Institute of Health Management Research, is an original work done by me under the supervision, and guidance of Prof. \_\_\_\_\_ (Guide), and Prof. \_\_\_\_\_ (Co-Guide) of the Institute of Health Management Research, Bangalore. This work has not been submitted to any other University/ Institution for any purpose.

Name and Signature IIHMR, Bangalore  
Research Scholar

Roll No:

Date:

### 3.6 Approval Sheet

In the absence of a dedication sheet, this will form the first page and, in that case, shall not have a page number. Otherwise, this will bear the number two in Roman lowercase "ii" at the center of the footer. The top line shall be **Thesis Approval** for FPM.

The Approval Sheets are to be included only in the hard-bound copies which are submitted after the successful FPM Thesis Evaluation.

### 3.7 Executive Summary

The executive summary shall highlight the important features of the thesis and shall correspond to the electronic version to be submitted to the FPM office for inclusion in the website. The executive summary in the thesis, however, shall have two more parts, namely, the layout of the thesis giving a brief chapter-wise description of the work and the key words.

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*Asha Manjunath*  
Director

### 3.8 Contents

The contents shall follow the executive summary and shall enlist the titles of the chapters, section and sub-section using decimal notation, as in the text, with corresponding page number against them, flushed to the right.

#### 3.8.1 List of Figures and Tables

Two separate lists of Figure captions and Table titles along with their numbers and corresponding page numbers against them shall follow the Contents.

### 3.9 Abbreviation Notation and Nomenclature

A complete and comprehensive list of all abbreviations, notations and nomenclature including Greek alphabets with subscripts and superscripts shall be provided after the list of tables and figures. (As far as possible, generally accepted symbols and notation should be used).

Auxiliary page from dedication (if any) to abbreviations shall be numbered using Roman numerals in lower case, while the text starting from the Introduction shall be in Hindu Arabic. (The first pages in both the cases shall not bear a page number).

### 3.10 A Declaration of Academic Honesty and Integrity

A declaration of Academic honesty and integrity is required to be included along with every thesis after the approval sheet. The format of this declaration is given in the following page

#### Declaration

I certify that this thesis represents my ideas in my own words and where others' ideas or words have been included, I have adequately cited and referenced the original sources. I also certify that I have adhered to all principles of academic honesty and integrity and have not misrepresented or fabricated or falsified any idea/data/fact/source in my submission. The work has not been submitted to any other Institute for any degree or diploma. I understand that any violation of the above will be cause for disciplinary action by the Institute and can also evoke penal action from the sources which have thus not been properly cited or from whom proper permission has not been taken when needed.

(Signature)

(Name of the scholar)

(Roll No.)

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

Place: \_\_\_\_\_

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

Director

**Annexure 5**

FPM Re-Registration Form

**FELLOW PROGRAMME IN MANAGEMENT**

**RE-REGISTRATION FORM**

Scholar's Name: \_\_\_\_\_ (In block letters)

Enrolment Number: \_\_\_\_\_

Registration Number: \_\_\_\_\_

|  |  |
|--|--|
| Name of the Guide                              |  |
| Names of the Committee Members (if applicable) |  |
| Title of the Dissertation                      |  |
| Permanent Address and Telephone/Mobile No.:    |  |
| Postal Address and Telephone/Mobile No.:       |  |
| E-mail ID:                                     |  |

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

(Signature) \_\_\_\_\_

For Institute of Health Management Research, Bangalore

*Alsha Manjirath*

Director

**Annexure 6**

Proforma for Thesis Evaluation

The thesis has been thoroughly examined and my decision on the thesis is \_\_\_\_\_.  
(Approved without modification/ Approved with slight modification/ Approved with major modification/ Rejected).

{The following are the comments on the thesis to be incorporated into the final manuscript: (the list is indicative only)}

1. Comment on the structure of the thesis.
2. Comment on the writing style.
3. Critical review and detailed remarks on the thesis.
4. Minor issues.
5. Substantial issues.

Signature of the Evaluator:

Name of the Evaluator:

Designation and Affiliation:

Date:

Place:

For Institute of Health Management Research, Bangalore

*Asha Manjorath*  
Director

**Annexure 7**

Leave Policy

If the scholar must seek leave, then they must seek permission from the FPM Coordinator and the concerned faculty of the respective course. The prescribed leave form is available from the FPM Office. The sanctioned leave form should be submitted to the FPM Office for the record. In case the student resides in the hostel and desires to leave the campus during the leave, it is imperative to seek permission from the hostel warden also before proceeding on leave.

If in case of a medical emergency or any other emergency at home when the scholar needs to proceed, approval by phone/SMS is necessary. The student is required to forward the leave application within two days of proceeding on leave. However, the grant of permission does not mean that the absence has been condoned for computing attendance.

If the Examination Cell will permit only those scholars to take the examination, who have 75% or more attendance in the concerned course, and the total number of classes missed should not, in any case, exceed 25%. When a student is deputed by the Institute on official duty, it can be considered for condonation on a case-to-case basis.

If the attendance of scholars in every session of each course will be monitored and the relevant attendance record shall be maintained by the course coordinator concerned. Whenever scholar avails leave, he/she will be required to take prior permission written from the course coordinator.

If cases of those students with attendance between 50–75% with justifiable academic, medical, or institutional grounds can be considered for condonation of the period of shortage. The authority for condoning the period of absence is the FPM Coordinator.

If for initiating the process of condonation of the period of absence, the candidate must submit an application justifying the period of absence with reasons and supporting documents. If the case is found valid by the examination cell, the candidate will be directed to the course coordinator to take extra assignment(s) to cover for the period of delay. These assignments will be decided and given by respective course coordinators.

On submission of completed assignments, the course coordinator or Guide will certify that the candidate has satisfactorily completed the assignment and will be eligible to appear for Fellow Qualifying Examination or proceed for the next semester or next phase of FPM.

For Institute of Health Management Research, Bangalore

*Chesha Manjunath*  
Director

**Annexure 8**

FPM Extension policy

The stipulated period for course completion is three years for a regular research scholar. One Two years of an extension will be given to regular research scholars, subject to the recommendation of the TAC Chairperson and due deliberation in the Research Advisory Committee based on the progress report submitted by the research scholar. No further extensions will be allowed. If the research scholar cannot complete the program within five years of enrolment, s/he will be terminated from the program, and his/her registration will be canceled.

Scholar should have submitted at least one paper in Scopus and AICTE approved journal category and received either acceptance or, at minimum, Revise and Resubmit status. The format for extension of the FPM Candidature is as follows.

For Institute of Health Management Research, Bangalore

  
Director

Fellow Programme Extension Form

1. Name of the Research Scholar:
2. Roll Number:
3. Date of Admission to the FPM Program:
4. Extension due from:
5. Current Status / Progress of the research scholar (Please attach Progress Report)
  - a. Coursework completed with marks: \_\_\_\_\_
  - b. Date of Clearing FQE: \_\_\_\_\_
  - c. Publications:
  - d. Conference Proceedings:
  - e. Expected date for Completion of the Program: \_\_\_\_\_
  - f. Timeline for completion of work next six months:  
Month 1 \_\_\_\_\_  
Month 2 \_\_\_\_\_  
Month 3 \_\_\_\_\_  
Month 4 \_\_\_\_\_  
Month 5 \_\_\_\_\_  
Month 6 \_\_\_\_\_

6. Reason behind delay:

Signature of Research Scholar

Date: \_\_\_\_

7. RAC Chairperson Remarks (please specify over all progress of the scholar and whether s/he is going to submit draft thesis next 6 months):

**Recommended / Not Recommended**

Signature of Chair of RAC

Date:

8. Board of Studies Recommendations

**Recommended / Not Recommended**

Signature of Chairperson

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

For Institute of Health Management Research, Bangalore

*Asha Manjunath*

Director

FPM Scholar Work Form

**Instructions for Use:**

This form is to be completed by the research scholar, who have been allotted as Research Assistant / Teaching Assistant/ \_\_\_\_\_ in their respective Area. This form should be submitted to FPM after completion of the respective Term.

Scholar's Name: \_\_\_\_\_ Roll No: \_\_\_\_\_

Academic Term(s) and Year: \_\_\_\_\_ Name of the Faculty Member: \_\_\_\_\_

**Details of Tasks Performed**

| Sl No | Hours Devoted | Nature of Tasks Performed |
|-------|---------------|---------------------------|
| 1     |               |                           |
| 2     |               |                           |
| 3     |               |                           |
| 4     |               |                           |
| 5     |               |                           |
| 6     |               |                           |
| 7     |               |                           |

Scholar Name and Signature with Date

Comments from the Faculty Member/Mentor

Signature of Faculty Member/Mentor with Name and Date

For Institute of Health Management Research, Bangalore

*Alsha Manjunath*  
Director



Pre-Registration/ Pre-Synopsis Seminar Evaluation Form

Name: \_\_\_\_\_ Roll No.: \_\_\_\_\_

Area: \_\_\_\_\_ Year: \_\_\_\_\_

| Components of Evaluation  | Marks      |                              |                             |
|---|------------|------------------------------|-----------------------------|
|   | RAC member | Faculty(External / Internal) | Faculty(External/ Internal) |
| <b>Introduction &amp; Literature Review:</b><br>Clearly describes objectives and rationale of the Mini Dissertation. Presents relevant & Up-to-date literature.   |            |                              |                             |
| <b>Report Writing:</b><br>Is the writing style clear (topic sentences introduce themes presented in each paragraph;concise language used; spelling and grammar). Are the ideas presented clearly and can they be followed from one section of the proposal to the next? |            |                              |                             |
| <b>Gaps/Conclusion</b>  |            |                              |                             |
| <b>Presentation:</b><br>Presentation Skills<br>Handling Questions & Answers   |            |                              |                             |
| <b>Total Marks</b>  |            |                              |                             |

Result:  
Approved with Changes | Not Approved

Approved |  
Date:

Remarks if Any:

Signature of RAC member

Signature of Faculty

Signature of Faculty

For Institute of Health Management Research, Bangalore

*Alsha Manjunath*  
Director

## Fellow Qualifying Examination Report

Name: \_\_\_\_\_ Roll No.: \_\_\_\_\_

Area: \_\_\_\_\_ Year: \_\_\_\_\_

Marks Obtained in Formative Assessment: \_\_\_\_\_

Marks Obtained in Written Examination: \_\_\_\_\_

Comments on the Performance of the Research scholar (Write overleaf, if necessary):

Result: Pass | Fail

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

Signature of FPM Coordinator

Signature of RAC Chair

Signature of BoS Chair

For Institute of Health Management Research, Bangalore

*Alsha Mary Math*

Director

Guide/ RAC chair/Member/TEC Allocation Consent Form

I, Scholar Name > \_\_\_\_\_, <ROLL NO> \_\_\_\_\_, an FPM research scholar in the <AREA> \_\_\_\_\_ hereby declare that I am willing to work under as Guide/ RAC Chair/Member and I consent that Profs. (Dr.) \_\_\_\_\_ be my Guide/RAC/Thesis Evaluation Committee as per the advice of RAC.

(Signature of Scholar)

Date:

(Signature of BoS Chair)

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

For Institute of Health Management Research, Bangalore  
*Asha Mayineth*  
Director

**Annexure 14**

THESIS PROPOSAL APPROVAL FORM

Name: \_\_\_\_\_ Roll No.: \_\_\_\_\_

Area: \_\_\_\_\_ Year: \_\_\_\_\_

Title of the Proposed Thesis: \_\_\_\_\_

\_\_\_\_\_

Guided by: \_\_\_\_\_

Co-Guided by: \_\_\_\_\_

Date of Submission: \_\_\_\_\_

Members of the RAC: \_\_\_\_\_, Chairperson

\_\_\_\_\_, Member

\_\_\_\_\_, Member

Remarks on the Proposal (Write overleaf, if necessary):

Result: Approved | Approved with Changes | Not Approved

Date:

Signature of BoS Chairperson

Signature of BoS Member

Signature of BoS Member

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

Director

**Annexure 15**

Quarterly PROGRESS REPORT FORM

Name: \_\_\_\_\_ Roll No.: \_\_\_\_\_

Area: \_\_\_\_\_ Year: \_\_\_\_\_

Title of the Proposed Thesis: \_\_\_\_\_

Date of Submission: \_\_\_\_\_

Members of the RAC: \_\_\_\_\_, Chairperson  
\_\_\_\_\_, Member  
\_\_\_\_\_, Member

**Report by the Research Scholar (Use Additional Space, if Necessary)**

1. Outline below your progress and achievements over the last month/six months. Indicate what milestones have been achieved, including detailing what chapters or sections of your thesis have been written in draft or final form (Use Additional Space, if Necessary).
2. Outline below your research goals for the next month/next six months. Indicate what milestones have been set for the next month, including detailing what chapters or sections of your thesis you plan to write in this period (Use Additional Space, if Necessary).
3. Research Output, if any, in the form of publication / conference / case etc.

Signature of the Scholar

**Comments by RAC Chair (Use Additional Space, if Necessary)**

1. Please provide comments on the research scholar's achievements and progress:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. The research scholar's rate of Progress is: Very Good | Good | Satisfactory | Below Acceptable standard (Measures, if any, to be taken if the progress is below acceptable standard)

Signature of RAC Chairperson

For Institute of Health Management Research, Bangalore

*Alsha Marymath*

Director

Guide/RAC Allocation/ Change Form

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

We consent for the Allocation/ change of Guide/RAC Chairmanship/Membership of:

Name: \_\_\_\_\_ Roll No.: \_\_\_\_\_

Area: \_\_\_\_\_ Year: \_\_\_\_\_

Existing Members

BoS Chair Signature

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

New Members

BoS Chair Signature

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

*\*For external members, please include email confirmation*

For Institute of Health Management Research, Bangalore

*Usha Manjunath*  
Director

# The Visha Institute of Technology & Science

Upon the Recommendation of the Senate hereby confers on

**Usha Manjunath**

The Degree of

## Doctor of Philosophy

having been found duly qualified. The thesis presented for the Degree was entitled "Development of an Integrative Framework for Total Quality Service in Hospitals - An Empirical Investigation".

Given this twentieth day of March, two thousand eight under the Seal of the Visha Institute of Technology & Science at Pilani in the State of Rajasthan, India.

*Usha Manjunath*  
**DIRECTOR**  
 Director  
 Visha Institute of Health Management Research, Bangalore

*Usha Manjunath*  
**REISTRAR**  
 Registrar



*Self attested Seal*  
*Usha Manjunath*  
 08/09/2017

*Usha Manjunath*  
**CHANCELLOR**

*Usha Manjunath*  
**VICE-CHANCELLOR**



# UNIVERSITY OF MYSORE

ಮೈಸೂರು ವಿಶ್ವವಿದ್ಯಾನಿಲಯ



We, the Chancellor, the Pro-Chancellor, the Vice-Chancellor and  
Members of the Syndicate of the University of Mysore  
do hereby certify that

ಮೈಸೂರು ವಿಶ್ವವಿದ್ಯಾನಿಲಯದ ಕುಲಾಧಿಪತಿಗಳು, ಸಮಕುಲಾಧಿಪತಿಗಳು, ಕುಲಪತಿಗಳು

ಹಾಗೂ ಸಿಂಡಿಕೇಟನ ಸದಸ್ಯರಾದ ನಾವು

**SARALA R**

has been awarded the Degree of

ಅವರು ನಿಗದಿತ ಪರೀಕ್ಷೆಯಲ್ಲಿ ಉತ್ತೀರ್ಣರಾಗಿರುವುದರಿಂದ

**DOCTOR OF PHILOSOPHY**

in

**SOCIOLOGY**

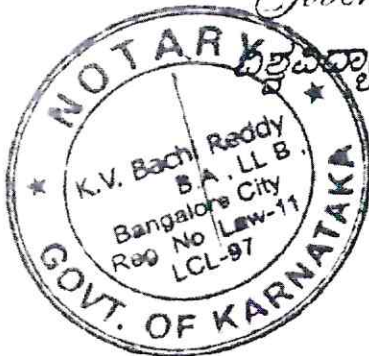


ಡಾಕ್ಟರ್ ಆಫ್ ಫಿಲಾಸಫಿ

on being duly certified to have passed the prescribed examination

ಪದವಿಯನ್ನು ಅವರಿಗೆ ಪ್ರದಾನ ಮಾಡಲಾಗಿದೆಯೆಂದು ಪ್ರಮಾಣೀಕರಿಸುತ್ತೇವೆ

Given under the seal of the University



ವಿಶ್ವವಿದ್ಯಾನಿಲಯದ ಮೊಹರಿನೊಂದಿಗೆ ನೀಡಲಾಗಿದೆ

CERTIFIED TRUE COPY  
ATTESTED BY ME

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



Date of Convocation 10-04-2011

ಘಟಕೋತ್ಸವದ ದಿನಾಂಕ

Mysore/ಮೈಸೂರು

Sl.No./ಕ್ರಮ ಸಂಖ್ಯೆ No

117

Vice-Chancellor

ಕುಲಪತಿ

For Institute of Health Management Research, Bangalore

disha mayyath  
Director



Enrolment. No.

2013/551



# बनस्थली विद्यापीठ

विद्यापीठ द्वारा निर्धारित  
सभी अर्हताएं पूरी करने पर  
कीर्ति उदय को



डॉक्टर ऑफ़ फ़िलॉसॉफ़ि  
प्रबंधन

को उपाधि में आज के दिन दीक्षित किया गया ।  
प्रमाण स्वरूप विद्यापीठ की मुद्रा एवं कुलपति के  
हस्ताक्षर अंकित किये जाते हैं ।

## BANASTHALI VIDYAPITH

On having fulfilled the requirements  
laid down by the Vidyapith

*Kirti Udayai* has been  
admitted this day to the degree of

## DOCTOR OF PHILOSOPHY MANAGEMENT

In token whereof are inscribed the seal of the Vidyapith  
and the signature of the Vice-Chancellor.



तारीख

Date 20 September, 2019

कुलपति

Vice-Chancellor

For Institute of Health Management Research, Bangalore

*Usha Mangal*

Director

UID No 15YCA1004



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Sl. No. 255333



# Faculty of Computer Applications

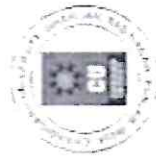
Certified that Pankaj Rabi S/o/D/o Milkhi Ram Rabi & Rajeshwari Rabi has been conferred with the degree of

**Doctor of Philosophy (Ph.D.)**

on successful completion of the prescribed requirements in the month October year 2023.

Title of the thesis is

Smart e-Health System For Ambient Air Quality Monitoring



*[Signature]*

REGISTRAR

*[Signature]*

VICE CHANCELLOR

1-1-9

CHANCELLOR  
03rd October, 2023

\*15YCA1004\*

PANKAJ

For Institute of Health Management Research, Bangalore

*[Signature]*  
Director



University of Mumbai  
मुंबई विद्यापीठ

OR,  
the Chancellor, Vice-Chancellor  
and  
Members of the Management Council  
confer the Degree of  
**Doctor of Medicine**  
(Branch X : Preventive and Social Medicine)  
on  
**Amita Prabir Sheela Mukhopadhyay**  
Lokmanya Tilak Municipal Medical College  
for the examination held  
in May 2007  
at the Convocation  
held on 12th February, 2008.

31<sup>म्ही</sup>,  
कुलपती, कुलगुरू  
आणि  
व्यवस्थापन परिषदेचे सदस्य  
**वैद्यक अधिस्नातक**  
(शाखा १० : रोगप्रतिबंधक व सामाजिक औषध वैद्यकशास्त्र)  
ही पदवी  
मे २००७ मधील परीक्षेत  
उत्तीर्ण झाल्याबद्दल  
अमिता प्रवीर शीला मुखोपाध्याय  
लोकमान्य टिळक म्युनिसिपल मेडिकल कॉलेज  
यांना  
१२ फेब्रुवारी, २००८ च्या  
दीक्षान्त समारंभात प्रदान करित आहोत.

UNIVERSITY OF MUMBAI  
DMMMD-2007-00228-00001

*Prabir Sheela*  
Vice-Chancellor / कुलगुरू

7213825

For Institute of Health Management Research, Bangalore

*Shamajikath*  
Director

Enrollment No : Ph.D/12/33

Sr. No. : 600292

**International Institute for Population Sciences**  
(Declared as Deemed-to-be-University under Section 3 of the UGC Act, 1956)



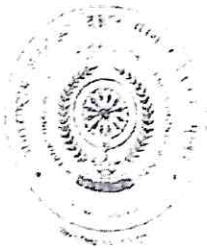
(स्थापना/ Established in 1956)  
बेहतर भविष्य के लिए क्षमता निर्माण  
Capacity Building for a Better Future

**Mr. Gyan Chandra Kashyap**

having completed all the requirements  
of the doctoral programme  
to the satisfaction  
to the Academic Council, is hereby  
admitted to the degree of

**Doctor of Philosophy**  
in  
**Population Studies**

Dated at Mumbai Thirteenth Day of May Two Thousand Eighteen



Deonar, Mumbai - 400 088  
Date : 13<sup>th</sup> May 2018

*Ladubhag*  
Director &  
Sr. Professor

*Jd*  
Chairperson  
Executive Council

For Institute of Health Management Research, Banga  
*Usha Nayyar*  
Director

Director

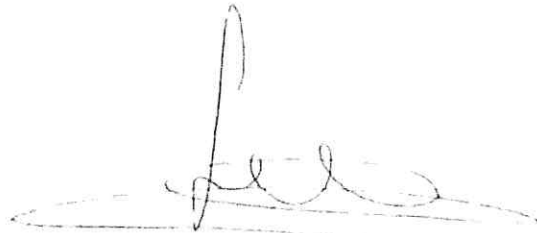
*We hereby certify that*

**RAJESHWARI BANGALORE  
SATHYANANDA**

*has been granted a doctor's degree on the  
1<sup>st</sup> of September 2020 by the  
Faculty of Health, Medicine and Life Sciences  
of Maastricht University*

*Title of the thesis:*

*Performance of Primary Healthcare Centres in Bangalore  
Urban District: an Evaluation*



*Prof. dr. Rianne M. Letschert,  
Rector Magnificus*

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



Bar Number  
2013/19

# बनस्थली विद्यापीठ

विद्यापीठ द्वारा निर्धारित  
सभी अर्हताएं पूरी करने पर

ज्योति विजय को

## डॉक्टर ऑफ़ फ़िलॉसॉफ़ि

### गृह विज्ञान (आहार विज्ञान एवं पोषण)

की उपाधि में आज के दिन दीक्षित किया गया।  
प्रमाण स्वरूप विद्यापीठ की मुद्रा एवं कुलपति के  
हस्ताक्षर अंकित किये जाते हैं।

## BANASTHALI VIDYAPITH

On having fulfilled the requirements  
laid down by the Vidyapith

*Jyoti Vijay* has been

admitted this day to the degree of

## DOCTOR OF PHILOSOPHY

### HOME SCIENCE (FOOD SCIENCE AND NUTRITION)

In token whereof are inscribed the seal of the Vidyapith  
and the signature of the Vice-Chancellor

*Jyoti Vijay*



तारीख  
Date 7 January, 2018

इसका  
Vice-Chancellor  
For Institute of Health Management Research, Bang

*Usha Majumdar*  
Director

नमोकरण नं. 28517074  
(Reg. No.)

नमोकरण नं. PE/UP/MA/1001/1992  
(Enrollment No.)

Shri Jagdishprasad Jhabarmal Tibrewala University, Jhunjhunu  
श्री जगदीशप्रसाद झाबरमल टिबड़ेवाला विश्वविद्यालय, झुंझुनूं



## डॉक्टर ऑफ़ फिलॉसफी

प्रमाणित किया जाता है कि *Subodh S Satheesh* को इस विश्वविद्यालय के *Pharmaceutical Sciences* संकाय के अन्तर्गत डॉक्टर ऑफ़ फिलॉसफी की उपाधि से वर्ष 2020 में विमूषित किया गया।

इनके शोध प्रबन्ध का विषय निम्नलिखित था :-


*A STUDY ON COUNSELING METHODOLOGY ADOPTED IN DIABETIC FOOT SYNDROME BY PHARMACISTS OF SOUTH KERALA*

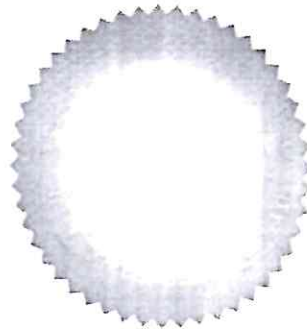
## DOCTOR OF PHILOSOPHY

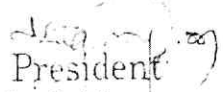
This is to certify that *Subodh S Satheesh* has been awarded the degree of Doctor of Philosophy in the faculty of *Pharmaceutical Sciences* of this University in the year 2020.

The title of his/ her thesis was:-


*A STUDY ON COUNSELING METHODOLOGY ADOPTED IN DIABETIC FOOT SYNDROME BY PHARMACISTS OF SOUTH KERALA*

  
Registrar  
रजिस्ट्रार




  
President  
प्रेसीडेंट

20<sup>th</sup> December 2020

Self attested by  
Dr. Subodh S. Satheesh  


Scanned by TapScanner  
For Institute of Health Management Research, Bangalore



Director