



Pharmaceutical Selling Process and Sales Force Effectiveness



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INTRODUCTION

The pharmaceutical industry operates in a highly competitive and scientifically driven environment where an effective sales process plays a crucial role in organizational success. Pharmaceutical selling is not merely about promoting products; it involves building strong professional relationships with healthcare providers, understanding patient needs, and communicating scientific information ethically and effectively. A structured sales process helps pharmaceutical companies achieve consistent performance, improve customer engagement, and enhance brand prescription and loyalty.

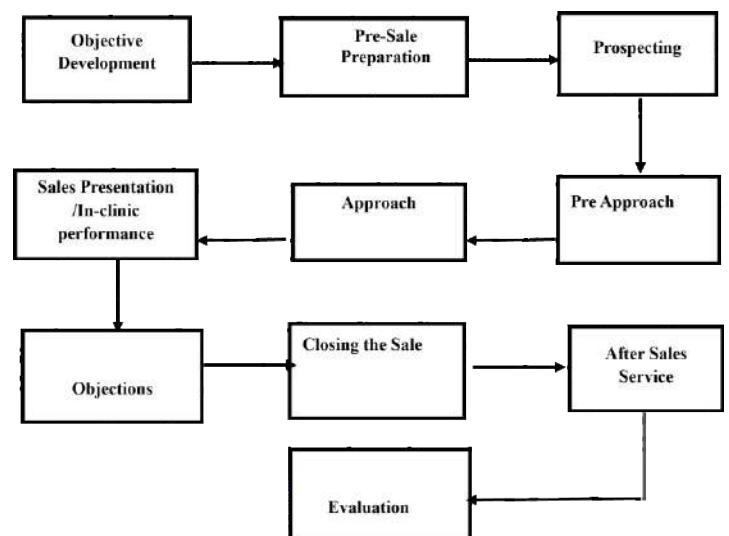
The sales process in pharmaceutical marketing consists of a series of systematic and repeatable steps that guide medical representatives from identifying potential customers to ensuring long-term customer satisfaction. These steps include objective setting, pre-sale preparation, prospecting, pre-approach planning, customer approach, sales presentation, objection handling, closing the sale, after-sales service, and evaluation of performance. Each stage is essential in converting prospects into loyal prescribers and strengthening the company's market presence.

Researchers such as Adewale, A. G., & Oluyinka, S. A. (2019) emphasized that while sales force performance remains a key objective in pharmaceutical marketing, successful implementation of marketing strategies depends on a well-organized selling process. Continuous monitoring, adaptation, and evaluation of sales activities are equally important for achieving long-term effectiveness. In the modern healthcare landscape, pharmaceutical sales professionals must combine product knowledge, communication skills, technological tools, and ethical practices to create value for both physicians and patients.



Thus, the pharmaceutical selling process serves as a strategic framework that enables organizations to meet sales goals, maintain competitive advantage, and build sustainable customer relationships in the healthcare sector.

The 10 Steps of the Sales Process



The main goal of developing a sales process is to meet and surpass sales targets. Another goal of the sales process is to provide salespeople with the knowledge they need to convert customers. The procedures for creating a sales process vary by business, but here are some common steps in pharma sales:

1. Objective Development

Because sales are the organization's primary source of revenue, achieving sales targets is a clear goal for a sales staff. The sales staff can better plan for the rest of the year if they have a proper definable aim. Instead of being absurd and unattainable, the goal should be attainable and time bound. In most firms, top management sets the goal, which is then communicated to the sales team by the sales process. Once the goal is set, it must be shared among the team on an individual basis so that each salesperson has a specific aim to work toward (Panda, T. K. 2012).

2. Pre-Sale Preparation

During this stage, the salesperson gathers information about the product he will sell, the firm he will represent, the market in which he will sell, competitor products and prices, the type of customers or segments he will target, and the various selling techniques he will employ during the sale.

Three sorts of information should be acquired by the salesperson. Medical representatives will be trained by the training department before beginning fieldwork in their respective headquarters. Later, FLM will need to update medical representatives' field knowledge. Knowledge about the company: its history, management, vision, mission, values, finances, size, policies, and processes

Product knowledge includes features, advantages, benefits, moa, side effects, administration technique, scientific research studies, price, -MRP, PTR, STP, hospital supply, distribution channel, and promotional literature. Industry structure, market share, market behaviour, and other policies are examples of competitor knowledge. FAB, quality, packaging, promotion strategy, and pricing of competitors.

3. Prospecting in the Sales Process

Through their research, Siddiqui, T. H., & Yadav, R. K. (2019) investigated how sales managers can train their team members on how to target physicians and prepare customer lists. Prospecting is used to pick clients at the first stage. Prospecting is the process of locating possible consumers who require the company's products and services, have the financial means to pay for them, and have the authorization to purchase them. At the prospecting stage, a salesman identifies three types of customers. Lead customers, prospect customers, and qualifying customers are the three types of customers. Lead customers are clients who have a strong desire to buy a product but lack the financial means to do so. Prospecting is an important component of the sales funnel that spans numerous layers. A sales prospect can be classified in one of three ways.

4. Pre Approach

Before a salesperson contacts a customer for a sale, a

sales plan must be developed by gathering customer data and integrating it with product qualities to find a fit for individual and organizational needs. Each prospect's pre-approach selling technique necessitates a thorough awareness of his qualities and needs, as well as how the salesperson's product or service would meet those needs. To conclude, there are four steps to pre-sale planning: determining call objectives, developing a client profile, determining customer benefits, and determining the sales presentation.

Visits to identified prospects must be meticulously planned. The name of the doctor, the region of his consulting, the time of the appointment, product samples and literature to be delivered to the doctor are all included in this arrangement. When it comes to making a first impression, business etiquette, appearance, communication skills, professionalism, and product expertise are all crucial. He must also be prepared to speak with retailers regarding competition product movement and business product movement (Raman, M., & Singh, P. 2012)

Consumer Approach in the Sales Cycle

After you've completed your lead list of clients that are interested in your product, you can begin contacting them one by one. To proceed, the first step is to contact them. Meeting the consumer in person is the most desirable and professional method of communication. However, meeting in person may necessitate making an appointment (Rapp, A., Agnihotri, R., & Forbes, L. P. 2008). This is where the salesman should call the customer using his contact information and schedule a meeting time. The salesman can meet the customer once the appointment has been set. The major goal of the initial visit is to make contact and lay the groundwork for a future commercial relationship.

Sales Presentation/ In-clinic Performance

The salesperson contacts the potential client and attempts to persuade them to make a favourable decision once the prospect is categorized and a selling strategy is devised to meet the customer's needs (Saleh, Y., & Omar, M., 2015). This stage is critical because the salesperson is attempting to capture the customer's attention and build interest in him in preparation for the sales presentation.

Here, the salesperson displays his products and services to the prospect and attempts to pique their interest and convert it into a sale for the company. When presenting a sales presentation, the salesperson should always try to connect the product's features and attributes to the client's demands to minimize the gap or conflict, as well as the level of customer objection, in the following stages. Always bear in mind the level of client interest, the nature of the offer, and the amount of time available for the presentation and guiding the prospect to the next step.

In his study, Rajan CR, S. (2015) discussed how

technology influences details and affects physician relationships. Medical reps should seek out physicians in the clinic and learn what they want to know.

Many global pharmaceutical companies are employing technology to add value to sales calls in physician's clinics (Ricks, J. M., Williams, J. A., & Weeks, W. A. 2008). Technology has improved the ability of salespeople to cover numerous goods in a single detail and has added important minutes to sales conversations.

The AIDAS theory of selling is one of the most widely recognized ideas, and it serves as the foundation for training materials used by a variety of companies. Attention, Interest, Desire, Action, and Satisfaction (AIDAS) (Havaladar, K. K. 2007).

7. Overcome Resistance and Handle Objections

According to Omar S. Itani (2018), knowledge of the importance of listening in sales and the processes involved in explaining listening in relationship performance is inadequate, with several differences between studies. This paper analyses nearly 20 years of research on salesperson listening using meta-analytical methodologies. If a salesperson has good listening abilities, he can deal with customers' problems much more effectively and suggest solutions.

Sales Objection

Objections are used to provide feedback when a prospect disagrees with the need or the stated benefits that will address those needs. An objection is a buyer's technique of requesting more reasons to buy. Handling objections is a crucial aspect of pharmaceutical sales. The objection could be about a product, service, product quality, price, or product availability, among other things. When dealing with an objection, a medical representative should first grasp it and listen carefully. A medical salesperson should be knowledgeable about the product, company, and competitors, as well as be aware of any objections and how to respond to them. Probing the client is necessary to determine whether the customer is interested in our company and goods. The objection could be an excellent place to start selling.

8. Closing in the Sales Process

The goal of any sales process for a salesperson is to close the transaction, which occurs after objections have been adequately addressed and the consumer is happy with the presentation and ready to place an order. (Soans, A. 2015)

The contract is finalized once the phase action has been completed. If the negotiation is successful, the sale is completed; nevertheless, if the negotiation is unsuccessful, the customer is lost and the transaction is completed. The salesperson in the first situation must follow up with the customer during the sales process to provide after-sales service, whereas the salesperson in the second case can focus on other customers. Closing the

deal requires excellent persuasion abilities and a positive client relationship. However, this does not always happen. To clinch the sale, the team might have to make multiple visits.

9. After Sales Service

To learn about customer support, a follow-up must be done after sales are closed. This can be deduced by going to a neighboring pharmacy and inquiring about the doctor's support for a specific brand. If the doctor believes in a certain brand, he should congratulate the customer right away. If the doctor has not supported him, he must return to the doctor and inquire about his failure to support the product. This is a critical step in the sales process that determines whether the consumer will return. The first stage is to figure out whether the customer will be a repeat customer or a one-time visitor. Customers may encounter obstacles or problems when using the goods, and the salesperson must assist the customer with after-sales assistance, including connecting him with the customer service staff if necessary.

10. Evaluating the sales process

The salesperson is polled regarding the sales procedure that is currently in use in the market. Because no procedure is perfect, it is necessary to improvise from time to time (Kalyan, N., & Scott, E. 2015). The best source for determining the process's performance will be the salesmen. Alternatively, the firm might examine the sales figures, which will reveal whether the approach was successful. If necessary, changes will be made right away, and the sales staff will be given priority.

Conclusion:

The selling process for pharmaceutical products is a systematic and strategic approach that helps organizations effectively promote their products and build long-term relationships with healthcare professionals. Each stage of the process, from prospecting to after-sales service, plays a vital role in influencing prescription behavior and achieving organizational objectives. A successful pharmaceutical salesperson must possess strong product knowledge, communication skills, listening ability, and professional ethics to address customer needs effectively.

In today's dynamic healthcare environment, the integration of technology and customer-focused strategies has further enhanced the efficiency of pharmaceutical selling. Continuous evaluation and improvement of the sales process are essential to remain competitive and responsive to market changes. Overall, an organized and well-executed sales process contributes significantly to customer satisfaction, brand loyalty, and sustainable business growth in the pharmaceutical industry.

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ACADEMIC PROGRAM

FIELD VISIT TO MADRAS SAPPERS: INSIGHTS INTO DISASTER MANAGEMENT AND COMBAT ENGINEERING

A field visit was organised by IIHMR Bangalore for 38 second-year students, accompanied by two faculty members, to the Madras Sappers Headquarters, MEG and Centre. The objective of the visit was to provide students with practical exposure to disaster management strategies, medical preparedness, and emergency response mechanisms adopted during combat and natural disaster situations.

The session commenced at the Chief Instructor Engineering Combat building, where officials conducted an in-depth discussion on Operation Madad. The speakers elaborated on the operational framework, objectives, and the critical role played by the armed forces in civil rescue and disaster response. Special emphasis was given to the Wayanad floods, which demonstrated the importance of Humanitarian Assistance and Disaster Relief operations. These operations included coordinated rescue missions, medical aid, logistics management, and rapid restoration of damaged infrastructure such as roads and bridges.

The officials highlighted the importance of reconnaissance in disaster response. Initial recce teams assessed terrain conditions, soil strength, and feasibility of construction, enabling data-driven decision-making. Based on these insights, the Bailey bridge, a temporary emergency structure, was selected and successfully constructed within 36 hours, restoring connectivity efficiently.

Students were introduced to various engineering techniques used in such scenarios. The Gantry Method was explained as a solution for weak ground conditions where bridge construction occurs without disturbing the soil. The Rolling Counterweight Method demonstrated how balance can be used to push the bridge across gaps, reducing stress on unstable foundations. Additionally, Foot Bridges were discussed as essential structures for pedestrian movement during emergencies.

The session further explored how military disaster responses prioritise mobility, logistics, and engineering support. Officers also emphasised counter-mobility strategies used during wartime to restrict enemy movement. Following the lecture, students were shown a range of disaster management equipment, including life jackets, emergency blankets, inflatable boats, rope ladders, megaphones, and carabiners, providing hands-on familiarity with tools used in real-life operations.

The visit continued with a demonstration of terrain-based



combat engineering models, covering desert, mountainous, and plain regions. These models illustrated how geographical conditions influence military planning and operational strategies. Students later observed real-time bridge construction demonstrations by trained jawans, showcasing the practical application of engineering techniques and the army's constant state of readiness.

The final segment of the visit included a tour of the Madras Sappers Museum, which traces the regiment's legacy since 1780. Known for their strong South Indian roots and nicknamed "Thambi," the Madras Sappers are among the oldest combat engineering regiments of the Indian Army. The museum highlighted innovations such as the "Bangalore Torpedo," an explosive device designed to clear obstacles safely. The exhibits, including artefacts, photographs, and documentary footage, reflected the regiment's contributions, gallantry awards, and international recognition.

The visit provided a comprehensive understanding of strategic planning and crisis management, particularly through the execution of Operation Madad. It demonstrated the importance of data-driven decisions based on reconnaissance reports, operational efficiency in time-bound situations, and optimal resource utilisation. The coordinated efforts of officers and jawans highlighted disciplined teamwork, leadership, and continuous training. Furthermore, the adaptability of engineering methods across diverse terrains showcased resilience, flexibility, and proactive risk management.

Overall, the field visit served as a valuable learning experience, bridging theoretical knowledge with real-

world applications. It offered students a deeper appreciation of the role of the armed forces in disaster management and reinforced the importance of structured planning, coordination, and innovation in handling large-scale emergencies.

FIELD VISIT TO NARAYANA HEALTH: UNDERSTANDING HOSPITAL SUPPLY CHAIN AND PHARMACY OPERATIONS

A field visit was organised by IIHMR Bangalore for students to Narayana Health, Bangalore, on 21 January 2026. The purpose of the visit was to provide practical exposure to supply chain management, pharmacy operations, and inventory control systems in a large multi-specialty hospital setting, highlighting how efficient systems ensure uninterrupted patient care while maintaining safety and cost-effectiveness.

The session began with an overview of Narayana Health, founded by Dr. Devi Prasad Shetty, with a vision to make quality healthcare affordable and accessible. The officials explained the hospital's high-volume, low-cost care model, which is strongly supported by a well-structured supply chain system. The role of Samyat Healthcare Pvt Ltd as a central procurement and distribution support unit was also introduced, emphasizing centralized efficiency in operations.

Students were then exposed to the scale and complexity of operations. Narayana Health operates eight inpatient pharmacies that collectively manage approximately 10,000-line items daily. Around 700–1000 indents are processed each day, with multiple indents generated per patient, demonstrating the high level of coordination required in hospital inventory management.



ALUMNI SPEAK



Ms. P. S. Karpaga Priya
Young Professional
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"Sewing Healthcare with Passion, Purpose, and Persistence."

Ms. P. S. Karpaga Priya is currently working as a Young Professional at the Department of Health Research (DHR), Ministry of Health & Family Welfare, Government of India. With over three years of experience in Public Health research, Digital Health, and Health Systems Strengthening, she has built a strong foundation in contributing to impactful healthcare initiatives at a national level.

Her academic journey began in the Andaman and Nicobar Islands, where she completed her schooling, followed by an undergraduate degree in Pharmacy. However, her interests gradually expanded beyond core science into understanding how healthcare systems operate, particularly in terms of accessibility, efficiency, and equity. This curiosity led her to pursue a PGDM in Hospital and Health Management from IIHMR Bangalore, where she graduated as a Gold Medalist.

In her current role, Ms. Priya actively contributes to national-level health research and policy initiatives. Her work includes conducting systematic reviews, preparing policy briefs, managing grants, and coordinating programs. Prior to this, she worked as a Senior Research Officer at IIHMR Bangalore, where she was involved in several public health and digital health research projects.

Over the years, she has handled a diverse range of projects such as the Digital Health Exemplars Study, CHO Assessment, Patient Feedback System, Mobile Stroke Unit, and research on Resistant Tuberculosis. These experiences have equipped her with the ability to navigate complex, multi-stakeholder environments. One of the key challenges she faced in her career was managing interdisciplinary projects, which she overcame through effective communication, structured planning, and a commitment to continuous learning.

Outside of work, Ms. Priya enjoys reading, writing, and exploring innovations in healthcare. She is also

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The inpatient pharmacy operations were explained in detail. Pharmacies function from 8:00 AM to 8:00 PM, with dedicated emergency pharmacies operating beyond these hours. Nearly 8,000–9,000 items are dispensed daily, with a turnaround time of less than 45 minutes. The medication ordering system is fully integrated with the NH Care App and electronic medical records, allowing medicines to be prepared even before patients arrive. The Namaha system ensures traceability by tracking medicines issued to individual patients. Medicines are arranged alphabetically based on generic names, improving efficiency and reducing dispensing errors.

Special protocols for handling high-risk and narcotic drugs were also demonstrated. High-alert medications are stored in temperature-controlled conditions at 5–6°C and undergo double verification before dispatch. Narcotic drugs are secured under a double-lock system across multiple locations, with procurement regulated through strict accountability measures such as exchange of empty ampoules.

The outpatient pharmacy operations further highlighted operational efficiency. With six pharmacies across different floors, the hospital manages a daily patient footfall ranging from 1,300 to 2,400, achieving a quick dispensing turnaround time of 5–7 minutes. This reflects a strong patient-centric approach combined with streamlined processes.

The visit provided detailed insights into inventory management practices. The hospital maintains an inventory value of approximately ₹6 crores, with daily purchases around ₹50 lakhs. It follows a structured inventory policy of maintaining 16–18 days of stock along with a 14-day buffer. Inventory planning is data-driven, based on the last 45 days of consumption, and monitored through daily alerts for stock-outs and overstock situations.

Various inventory control techniques such as ABC analysis, VED analysis, FIFO, and FEFO were explained, demonstrating systematic approaches to optimize stock levels and minimize wastage. The procurement system follows a hybrid model, where the Central Buying Unit handles large-scale procurement and price negotiations, while the Local Buying Unit ensures flexibility for routine and emergency requirements.

An important concept discussed was the implant consignment model, where implants are stocked but paid for only upon usage. This reduces financial burden, ensures availability during critical procedures, and minimizes losses due to expiry.

During the warehouse visit, students observed structured storage practices, including alphabetical arrangement, segregation of LASA drugs, and dedicated storage areas for hazardous materials and surgical supplies.

ALUMNI SPEAK

passionate about creating content related to public health and digital health topics. Her favorite book, *The Checklist Manifesto* by Atul Gawande, and her admiration for Dr. Atul Gawande as a role model reflect her inclination toward structured, impactful healthcare practices.

To manage stress, she relies on structured planning, prioritization, and engaging in activities like reading and writing. Looking ahead, Priya aspires to pursue a PhD in Health Economics and contribute to evidence-based policymaking, with the larger goal of helping India achieve Universal Health Coverage.

She believes that essential skills for a healthcare manager include strong communication, strategic thinking, adaptability, empathy, and data-driven decision-making. She also envisions a healthcare system with better digital integration, more equitable access, improved insurance coverage, and stronger reliance on data-driven decisions.

For aspiring professionals entering the field, Priya emphasizes the importance of staying curious, building practical skills, and striving to make a meaningful impact. She acknowledges that a career in healthcare management requires dedication and continuous effort, but highlights its deep sense of fulfillment. According to her, healthcare managers are the backbone of the system, ensuring that it functions smoothly for everyone it.

The ATHMA inventory software enables end-to-end digital tracking, improving visibility, traceability, and accountability across the supply chain. Innovations such as OP pharmacy carts and OCR-based warehouse systems enhance operational efficiency by reducing waiting times, minimizing manual errors, and improving accuracy.

The visit highlighted the critical role of supply chain management in ensuring uninterrupted, high-quality patient care. It demonstrated how technology integration, data-driven decision-making, and structured procurement systems contribute to operational excellence.

The coordinated functioning of multiple units reflects Narayana Health's commitment to efficiency, safety, and patient-centered healthcare delivery. Overall, the field visit provided valuable practical insights into hospital management systems, bridging theoretical knowledge with real-world applications and reinforcing the importance of efficient healthcare operations.

GUEST LECTURE BY DR. NATHANIEL O. BROWN ON GLOBAL EDUCATION AND CAREER ADAPTABILITY

The Institute of Health Management and Research (IIHMR), Bangalore, organised a guest lecture on 9th January 2025 at the Seminar Hall, with the objective of providing students insights into practical education, career adaptability, global academic collaborations, and student support systems. The session witnessed the participation of 72 students and was delivered by Dr. Nathaniel O. Brown, Assistant Professor and Director of the Counselling Program at the Johns Hopkins University School of Education. Dr. Nathaniel O. Brown, an expert in counselling and education, brought a global perspective to the session by sharing his experiences in academic leadership and student development. He emphasised that education should extend beyond theoretical understanding and focus on real-world application.

According to him, students must adopt an action-oriented approach, remain adaptable, and confidently explore diverse academic and career pathways. A key concept discussed during the session was the transformation of traditional education systems into flexible and interdisciplinary models. Dr. Brown highlighted how the Johns Hopkins School of Education has reimagined its programs to include online learning, cross-disciplinary exposure, and flexible pathways. This approach enables students to pivot across fields and continuously evolve without being restricted by rigid academic structures.



The lecture also explored the importance of strong student support systems. Drawing from his experience in career counselling, Dr. Brown explained the role of mentorship, guidance, and institutional support in shaping professional growth. He stressed that a diverse and inclusive academic environment fosters better learning outcomes and prepares students for global challenges.

Another significant aspect of the session was the discussion on global academic collaborations. Dr. Brown shared his vision of creating partnerships that would allow students to pursue education locally while gaining international recognition from institutions like Johns Hopkins University. Such collaborations, similar to those already existing in public health, can enhance students' academic credentials and expand their global career opportunities.

He further elaborated on the comprehensive support services available at Johns Hopkins, including career counselling, tutoring, and professional development resources. He also highlighted the presence of 11 innovative graduate programs and a strong alumni network of over 28,000 members, which plays a crucial role in networking, mentorship, and career advancement.

The session provided valuable insights into how modern education systems are evolving to meet global demands. Students gained a deeper understanding of the importance of adaptability, interdisciplinary learning, and leveraging institutional support systems for career growth. The discussion encouraged students to think beyond conventional pathways and focus on continuous learning and skill development.

The event concluded on a memorable note with the celebration of Dr. Brown's birthday, adding a personal and engaging touch to the session. Overall, the guest lecture was highly impactful, offering students a broader perspective on global education trends and equipping them with practical insights to navigate their academic and professional journeys effectively.

RABIES AWARENESS SESSION: PROMOTING PREVENTION AND EARLY INTERVENTION

The Institute of Health Management Research (IIHMR), Bangalore, organised a Rabies Awareness Session on 16th February 2026. The session was conducted for first-year PGDM students of the 2025–27 batch with the objective of educating them about rabies, its transmission, symptoms, and preventive measures, while emphasising the importance of early first aid and timely vaccination.

The session was delivered by Ms. Harshitha S, Education and Outreach Officer at CUPA (Compassion Unlimited Plus Action for Animals), who brought practical insights from her field experience in animal welfare and public health awareness. The session began with an introduction of the speaker, followed by an engaging discussion on rabies as a fatal viral disease that primarily spreads through animal bites, especially from infected dogs.

Ms. Harshitha explained the modes of transmission, highlighting how the rabies virus is transmitted through saliva entering the body via bites, scratches, or open wounds.

She stressed that once clinical symptoms appear, rabies is almost always fatal, making prevention and early intervention critically important.

A key focus of the session was on immediate first aid measures following an animal bite. Students were informed about the importance of thoroughly washing the wound with soap and running water as the first and most crucial step in reducing viral load. This simple yet effective measure can significantly lower the risk of infection when performed promptly. The speaker explained the need for post-exposure prophylaxis, including vaccination schedules and the role of immunoglobulins in high-risk cases. Preventive strategies such as avoiding contact with stray animals, responsible pet vaccination, and increasing community awareness were also discussed.

The session highlighted that effective rabies prevention relies on a combination of awareness, early first aid, and timely medical intervention. It underscored the role of public health education in reducing the burden of rabies and protecting communities from preventable fatalities.





STUDENT CLUB ACTIVITIES

PETALS AND PAGES: A CELEBRATION OF CREATIVITY AND EXPRESSION

The Literary Club of IIHMR Bangalore on 13 February hosted a vibrant and memorable event titled “Petals and Pages,” bringing together students for a day filled with creativity, competition, and joy. The program beautifully blended literary enthusiasm with interactive activities, making it a truly engaging experience for everyone involved.

One of the highlights of the event was the exciting “Sales Pitch: Battle of Titans,” where participants showcased their persuasive skills, creativity, and confidence. The competition witnessed enthusiastic participation, with students delivering impressive pitches that captivated both the audience and judges. Adding a fun and interactive twist, the event also featured a unique segment where students competed to receive the highest number of roses, with separate winners declared in both

boys' and girls' categories. This segment created a lively atmosphere and encouraged active involvement from the crowd.

The literary spirit of the event was further elevated through a poetry writing competition, where students expressed their thoughts, emotions, and creativity through words. The submissions were inspiring and heartfelt, reflecting the talent within the student community. The best entries were recognized and awarded, celebrating the art of poetic expression.

Overall, Petals and Pages was a joyful and refreshing event that brought smiles, laughter, and a sense of togetherness among students. The program concluded on a delightful note with tea and snacks, giving everyone an opportunity to relax, connect, and reflect on the day's experiences. The event was a grand success, leaving behind cherished memories and a renewed appreciation for literature and creativity.





CULTURAL EVENTS

A LEGACY IN SAFFRON, WHITE, AND GREEN: IIMR BANGALORE HONORS THE 77TH REPUBLIC DAY

The morning of January 26, 2026, unfolded with a profound sense of reverence at IIMR Bangalore as the academic community celebrated India's 77th Republic Day. This milestone celebration served as a solemn tribute to the adoption of the Indian Constitution, honouring the monumental sacrifices of freedom fighters while rekindling the flame of unity and democratic responsibility among all present. Against a backdrop of discipline and patriotic fervour, the ceremony commenced at 9:30 AM with the ceremonial flag unfurling. As the tricolour ascended, the collective resonance of the national anthem instilled a deep sense of national pride, setting a dignified tone for the proceedings.

The intellectual heart of the event featured a series of stirring addresses that explored the essence of the Indian spirit. Mr. Shamsuzzaman Ansari, Associate Professor delivered a compelling address that emphasized the enduring significance of constitutional values in the modern era. This was followed by insightful reflections from Dr. Falguni Pandya, Dr. Pooja Gupta, and Dr. Enosh A. Paulson, each of whom articulated the triumphs of India's democratic journey and the vital role of citizens in the ongoing task of nation-building.

Their words served as a powerful reminder of the commitment required to uphold the ideals of a sovereign republic.

The program, expertly coordinated by anchors Debanshi Das and Dr. Sakshi Shimpi, reached its formal conclusion with a gracious Vote of Thanks proposed by Dr. Vaishnavi Matsaggar. Gratitude was extended to the dignitaries, faculty, and the 30 participants whose presence enriched the occasion. As the ceremony transitioned into a session of light refreshments, the atmosphere remained one of camaraderie and shared purpose. This interaction reinforced the bonds of the college community, leaving a lasting impression of pride and a renewed commitment to the national values that define the soul of the country.





RESEARCH AND PUBLICATIONS

LONGITUDINAL AGEING STUDY IN INDIA (LASI) WAVE-2 WEST BENGAL, ASSAM, TRIPURA, ANDAMAN & NICOBAR (UT)

The Longitudinal Ageing Study in India (LASI) is a national survey of scientific investigation of the health, economic, and social determinants and consequences of population ageing in India. LASI is a nationally representative survey of older adults aged 45+ in all 30 States and 6 Union Territories that will be conducted during 2025-26. LASI is developed as per the needs of the Indian elderly population but at the same time it is internationally harmonized enabling not only cross-state analyses within India but cross-country analyses. The main goal of LASI is to collect credible scientific data on burden of disease, mental health, social and economic wellbeing of elderly population in India.

LASI is designed to cover major subject and policy domains of adult and older population of India namely- Demography, Migration and Marital status, and Housing and Environment, Health: Disease Burden & Risk factors (reported and measured), Health Care and Health Care Financing, Social: Family and Social Network, Economic: Income, Wealth, Consumption, Expenditure, Work and Employment, Retirement and Pension and Welfare Programs for Elderly.



IMPACT EVALUATION STUDY ON JAL JEEVAN MISSION (HAR GHAR JAL) SCHEME UNDER SCSP / TSP IMPLEMENTED BY RURAL DRINKING WATER AND SANITATION DEPARTMENT DURING 2020-21 TO 2024-25

The Karnataka Monitoring and Evaluation Authority, Government of Karnataka has entrusted IIHMR to conduct the Impact Evaluation Study on Jal Jeevan Mission (Har Ghar Jal) Scheme under SCSP / TSP Implemented by Rural Drinking water and Sanitation Department during 2020-21 to 2024-25.

The Jal Jeevan Mission (JJM) scheme main aim is to ensure universal access to safe and adequate drinking water, especially in rural and marginalized communities. These schemes are integrated under the Scheduled Castes Sub-Plan (SCSP) and Tribal Sub-Plan (TSP) to promote inclusive development and address regional disparities in water supply. Under the Karnataka Scheduled Castes Sub-Plan and Tribal Sub-Plan (planning, Allocation and Utilization of Financial Resources) Act, 2013, the State mandates allocating 24.1% of its total budget for the welfare of SC/ST communities. The integration of JJM with SCSP/TSP ensures: Focused development in SC/ST dominated areas, Enhanced drinking water infrastructure for SC/ST communities and Monitoring and evaluation of fund utilization to ensure transparency and effectiveness. These initiatives collectively aim to improve the quality of life for SC/ST communities in Karnataka by ensuring access to safe drinking water, thereby promoting health, education, and economic development.



IIHMR core project team has attended national level training of trainers on study protocols and biomarkers. The LASI project for Assam, Tripura and Andaman & Nicobar (UT) has started in February with the state level training of field investigators.

The evaluation will provide critical inputs to improve planning, delivery, and monitoring, and guide the scaling of best practices to ensure that the goal of universal and inclusive access to safe drinking water is achieved effectively and equitably.

The primary purpose of the present Impact Evaluation Study on the Jal Jeevan Mission (JJM) under the Scheduled Caste Sub-Plan (SCSP) and Tribal Sub-Plan (TSP) is to systematically assess how effectively the Mission has achieved its objectives of ensuring equitable access to safe, adequate, and sustainable drinking water among rural households particularly those in Scheduled Caste (SC) and Scheduled Tribe (ST) habitations. The evaluation aims to determine the extent to which JJM interventions have contributed to improving health, gender equity, livelihood opportunities, and overall quality of life.

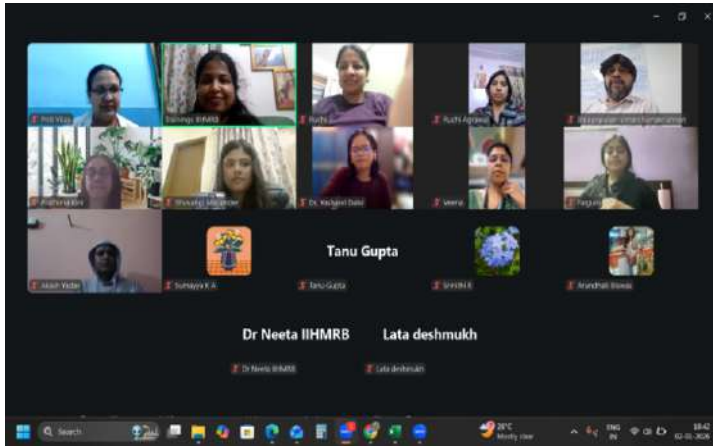
In addition, the study seeks to generate evidence-based insights to inform policy refinements and strengthen programme delivery mechanisms. It will provide a comprehensive understanding of what has worked, where gaps persist, and what corrective actions are required to ensure that the intended benefits reach marginalized communities.





CENTRE FOR LEARNING & DEVELOPMENT

MASTERCLASS ON NUTRITIONAL SCREENING & ASSESSMENT IN HOSPITALIZED PATIENTS: ABCD APPROACH AND VALIDATED TOOLS



IIHMR Bangalore successfully concluded a masterclass on Nutritional Screening and Assessment in Hospitalized Patients on 2nd Jan 2026, focusing on the role of timely and structured nutritional evaluation in improving clinical outcomes. The session was led by Dt. Priti Vijay, who shared practical insights from clinical practice, and was effectively moderated by Dr Jyoti Vijay, ensuring engaging discussions throughout the program. The masterclass witnessed strong participation from healthcare professionals and reinforced the importance of integrating nutrition assessment into routine patient care.

WEBINAR ON CIRCULAR ECONOMY PRACTICES FOR SUSTAINABLE HOSPITAL MANAGEMENT

RESOURCE EXPERT
Mr. Kundan Das
Vice President of Sales
4.0SmartIndustry
Advisory Solution Pvt. Ltd.

MODERATOR
Dr Sarthak Sengupta
Assistant Professor
IIHMR Bangalore

Date:
9th January 2026

Time:
04:30 PM - 05:30 PM

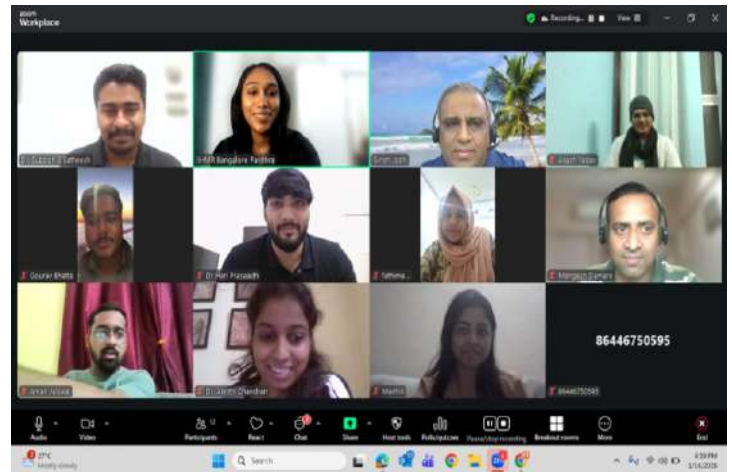
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<https://bit.ly/49W85SM>



IIHMR Bangalore successfully conducted an engaging webinar on Circular Economy Practices for Sustainable Hospital Management on 9th Jan 2026, offering participants a strategic preview of concepts that need to be explored. The session, led by Mr. Kundan Das (Vice President – Sales, 4.0SmartIndustry Advisory Solution Pvt. Ltd) highlighted actionable frameworks, industry best practices, and emerging trends in sustainable hospital operations. This webinar is designed for healthcare leaders and professionals seeking practical tools to implement circular economic principles, optimize resources, and drive long-term sustainability in healthcare institutions.

CERTIFICATE PROGRAM IN SUPPLY CHAIN ANALYTICS IN HEALTHCARE



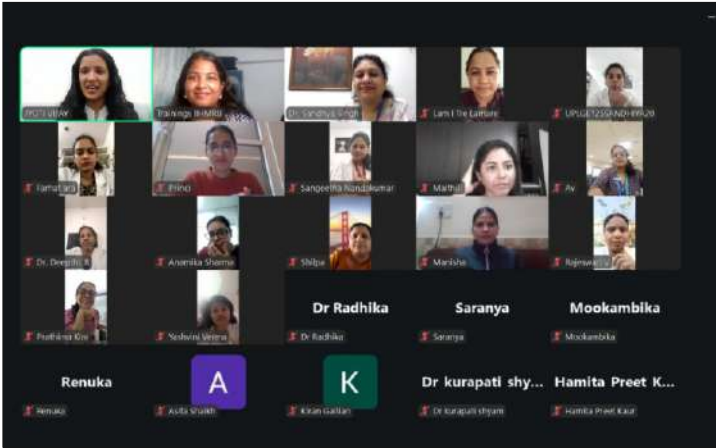
IIHMR Bangalore proudly commenced the 2 months Online Certificate Program in Supply Chain Analytics in Healthcare on 16th January 2026, welcoming a dynamic group of 18 participants from diverse professional backgrounds. The program aims to build analytical capabilities for optimizing healthcare supply chains through data-driven approaches and real-world applications.

The program is coordinated by Dr. Subodh S Satheesh, Assistant Professor IIHMR Bangalore and Mr Vinay Srihari, Assistant Professor, IIHMR Bangalore with expert academic and industry insights ensuring a strong blend of theory and practice. With the guidance participants will gain hands-on exposure to analytical tools and practical insights relevant to the healthcare ecosystem.

MASTERCLASS ON DIET IN IBD PATIENTS

IIHMR Bangalore successfully organized a highly engaging Masterclass on Nutritional Management of IBD Using a FODMAP-Based Dietary Approach on 22nd January 2026.

The session provided practical and evidence-based insights into dietary modifications for managing Inflammatory Bowel Disease (IBD), with special emphasis on the role of the Low FODMAP diet.



The masterclass was delivered by Dr. Sandhya Singh S (PhD), HOD & Chief Clinical Dietitian, Department of Nutrition & Dietetics at Apollo Hospitals and the masterclass was moderated by Dr. Jyoti Vijay, Assistant Professor at IIHMR Bangalore, who facilitated an interactive discussion and engaging Q&A session. The dynamic exchange of questions and experiences enriched the learning experience for all attendees.

The session emphasized how tailored dietary interventions can significantly reduce gastrointestinal symptoms, support remission, and improve overall patient outcomes. Participants appreciated the practical frameworks and case-based learning approach, which helped translate theory into clinical practice. The program concluded with valuable reflections on the importance of integrating nutrition therapy into multidisciplinary IBD management.

MASTERCLASS IN NUTRITIONAL MANAGEMENT OF DIARRHEA & CELIAC DISEASES AMONG CHILDREN

IIHMR Bangalore has conducted a Masterclass on Nutritional Management of Diarrhea & Celiac Diseases Among Children, scheduled for 10th February 2026. Dr. Anuja Agarwala, an experienced Clinical Dietitian, Dr. Anuja Agarwala shared the structured approaches to dietary management, therapeutic interventions, and case-based applications in pediatric settings. This masterclass highlighted the importance of timely nutritional intervention in preventing complications, improving recovery outcomes, and ensuring optimal growth and development in children.

After the session an interactive Q&A segment with the speakers enabled the participants to engage directly with the expert and clarify practical challenges faced in clinical settings. The masterclass was moderated by Dr. Jyoti Vijay, Assistant Professor, IIHMR Bangalore.

WEBINAR - WHAT NEXT AFTER NURSING?

FREE WEBINAR ON
WHAT NEXT AFTER NURSING?

Ms. Shallu Kakkar
Vice President
Recruitment & Operations
Apollo Health Resources

Dr. T. Bharathi
Assistant Professor
IIHMR Bangalore

20th February, 2026 3.30PM – 5.30PM

The webinar will focus on

- Career growth in India and abroad
- Higher Education in India and abroad
- Opportunities in Management courses
- Opportunities in Data Science and Artificial Intelligence
- Opportunities in medical coding, clinical research, and others

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IIHMR Bangalore conducted a Free Webinar on 20th February 2026, designed exclusively for nursing professionals and students seeking clarity and direction in their career pathways. Titled “What Next After Nursing?”, this special session aimed to provide valuable insights into career opportunities, higher education pathways, leadership roles, and emerging domains within the healthcare sector. Ms. Shallu Kakkar, Vice President – Recruitment & Operations, Apollo Health Resources and Dr. T. Bharathi - Assistant Professor, IIHMR Bangalore shared their insights during the webinar.

IIHMR BANGALORE Institute of Health Management Research

MASTERCLASS ON
NUTRITIONAL MANAGEMENT DURING DIARRHEA AND CELIAC DISEASE AMONG CHILDREN

Date: 10th February 2026
Time: 05:00 PM - 07:00 PM

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Speaker
Dr Anuja Agarwala
Former Senior Dietitian, Department of Pediatrics, AIMS
Sr. Metabolic Nutrition Consultant, Genetic Division, AIMS, New Delhi
National Vice President, Indian Dietetic Association

Moderator
Dr Jyoti Vijay
BSc MSc PhD (Food Science & Nutrition)
Assistant Professor, IIHMR Bangalore

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STUDENT COLUMN

STUDENT SPOTLIGHT

In an era where technology is rapidly transforming healthcare, emerging voices that advocate for a balance between innovation and human touch are more important than ever. Ms. S. Sushma Dass, from the PGDM (Hospital and Health Management) batch of 2025–27, exemplified this vision by representing the institution as a speaker at a Global Healthcare Conference held at KIMS Hospitals, Hyderabad, on 10–11 January 2026.

The conference brought together leading healthcare professionals, researchers, and thought leaders, providing a platform for insightful discussions on the future of healthcare systems. At this prestigious forum, she presented her research paper titled “Beyond Efficiency: Building Emotionally Intelligent Hospitals through Human–AI Collaboration.” The study emphasizes the integration of artificial intelligence with human-centered care to enhance not only operational efficiency but also empathy and patient experience.

Her work received further recognition through its publication as a book chapter in “Role of AI-Linked Technology for Robust Healthcare of a Nation” (ISBN: 978-93-91237-14-1), marking a notable academic achievement.

A defining highlight of the experience was the opportunity to engage with Prof. Dr. G. D. Mogli, a distinguished pioneer known as the Father of Medical Records in India and the Middle East. His vision and contributions to strengthening healthcare systems served as a source of inspiration.





AI Revolutionizing Clinical Genetics Through Faster and More Accurate Genomic Analysis

Artificial Intelligence (AI) has captured widespread attention in this era. Beyond its use in everyday activities, AI is becoming more important in the field of medicine. In the field of clinical genetics, AI is expected to make substantial progress, influencing the way clinicians investigate, diagnose, and manage genetic disorders. With the introduction of Next Generation Sequencing (NGS), genomic data output has increased exponentially. Manually analysing, interpreting, and reporting this vast amount of data is both time-consuming and prone to human bias. This highlights the need for technological tools capable of handling and interpreting complex datasets accurately and efficiently. Machine learning and deep learning have made breakthroughs in genomic interpretation, and this is only the beginning.

Read more here: <https://www.cureus.com/articles/439811-current-and-future-applications-of-artificial-intelligence-in-clinical-genetics#!/>

India Supplies 30% of Global Generic Medicines, emerges as Healthcare Hub: Nadda

Union Health and Family Welfare Minister Jagat Prakash Nadda on Tuesday said India has established itself as a global healthcare hub, supplying nearly 30 per cent of the world's generic medicines and around 60 per cent of global vaccine demand. Addressing the Uttar Pradesh Pharma Conclave-1 online, in the presence of Chief Minister Yogi Adityanath, Deputy Chief Minister Brajesh Pathak and several investors, Nadda said Indian pharmaceutical products are exported to more than 200 countries. "India has established itself as a global healthcare hub, and it is supplying 30 per cent of the world's generic medicines and 60 per cent of global vaccine demand. "Indian pharma products are exported to more than 200 countries across the world. This event is being held at a time when India is standing at a crucial and decisive phase of its development journey," the minister said.

Read more here:

<https://www.dailyexcelsior.com/india-has-established-itself-as-global-healthcare-hub-nadda/>

IIT Kanpur-Backed AI Device Aim to Transform Early Lung Cancer Detection

Kamala Nehru Memorial Hospital in collaboration with Lenek Technologies Private Limited, a start-up initiative of the Indian Institute of Technology Kanpur (IIT-K), has developed a portable, AI-enabled screening device for the early detection of lung cancer. The innovation is expected to strengthen diagnosis efforts and improve access to cancer screening, particularly in underserved areas. This device has been used for trial run by the doctors of Kamala Nehru Hospital, a prominent member of the National Cancer Grid. The device was recently showcased at the International AI Impact Summit held in New Delhi, where it was awarded a certificate of achievement under the India AI–NCG CATCH Grant Challenge 2026. An official of the hospital said that the recognition underscored the innovation's potential impact on India's healthcare ecosystem.

Read more here: <https://timesofindia.indiatimes.com/city/allahabad/kamala-nehru-hosp-iit-k-develop-ai-device-for-detection-of-lung-cancer/articleshow/128572280.cms>

Heat Risks Span Heart, Lung, Neurological Disorders, Warns Swaminathan

Senior clinical scientist Soumya Swaminathan on Wednesday stressed the urgent need for far better data on heat-related illnesses and deaths, warning that current figures represent only "the tip of the iceberg." Speaking at Mumbai Climate Week, Swaminathan — former Deputy Director-General of the World Health Organisation — said heat-related illnesses are closely linked to cardiovascular, respiratory, neurological and metabolic disorders. These risks are compounded by dehydration and lack of access to safe drinking water. Age is another factor apart from other underlying ailments like diabetes, hypertension and even working conditions, she said.

Read more here: <https://www.ptinews.com/story/national/much-better-data-needed-on-heat-related-illnesses-and-fatalities-soumya-swaminathan/3392566>

Sleep Device Maker Ramps Up Doctor Outreach Amid Ozempic Surge

Sleep-breathing device maker ResMed plans to take global a doctor education program aimed at promoting the screening of patients seeking Ozempic-style weight loss drugs for apnea, calling the GLP-1 boom a lift, not a threat, to sales. ResMed, founded in Australia but now headquartered in California and which gains most of its revenue in the U.S, last week reported an 11% jump in second-quarter profit. Weight-loss drugs had helped sales of its devices that treat sleep apnea - a common disorder characterised by brief interruptions of breathing during sleep. Rapid uptake of GLP-1 injections in the U.S. is driving patients into primary care clinics where they are typically assessed for comorbidities, sleep apnea, to get health subsidies. "It's a tailwind," Mick Farrell, chief executive of the maker of continuous positive airway pressure (CPAP) machines, said in interview on Tuesday.

Read more here: [Sleep device maker ResMed ramps up doctor outreach to tap Ozempic surge](#)

The Depopulation Panic: What Demographic Decline Really Means for the World

In 1980, the economist Julian Simon took to the pages of Social Science Quarterly to place a bet against his intellectual rival, the biologist Paul Ehrlich. The Population Bomb, Ehrlich's 1968 bestseller, had argued that the staggering growth of the human species threatened to jeopardize life on Earth. Simon insisted that, contrary to Ehrlich's predictions, humanity would not self-destruct by overusing the planet's resources. Instead, Simon believed that humans would innovate their way out of scarcity. Human ingenuity, Simon wrote, was "the ultimate resource."

Read more here: <https://www.foreignaffairs.com/reviews/depopulation-panic-jennifer-sciubba>

ICMR hands over Mobile Stroke Unit to Government of Assam, bringing Life-Saving Stroke Care closer to homes in rural, remote and difficult terrain

India is the second country globally to report successful integration of an MSU with emergency medical services for treating rural acute ischemic stroke patients: Secretary, Dept. of Health Research Mobile Stroke Units have transformed stroke care in Northeast India, slashing treatment time from 24 hours to 2 hours, cutting deaths by one-third and reducing disability eightfold.

Read more here: <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2217160®=3&lang=1>

Health ministry amends NDCT Rules, 2019 to reduce regulatory burden and promote ease of doing business

Union Ministry of Health and Family Welfare has notified key amendments to the New Drugs and Clinical Trials (NDCT) Rules, 2019 to reduce regulatory burden and promote Ease of Doing Business. These amendments are aimed at simplifying regulatory processes, reducing approval timelines, and enabling faster conduct of clinical research and pharma development in the country.

Read more here: <https://www.expresspharma.in/health-ministry-amends-ndct-rules-2019-to-reduce-regulatory-burden-and-promote-ease-of-doing-business/>

PM Modi launches nationwide HPV vaccination drive for 14-year-old girls

Prime Minister Narendra Modi initiated a nationwide Human Papillomavirus vaccination campaign. The initiative targets 14-year-old girls across India. Launched from Ajmer, Rajasthan, the campaign aims to combat cervical cancer. Girls will receive a single dose of the Gardasil 4 vaccine at government health facilities. This move marks a significant step in public health for young women.

Read more here: https://economictimes.indiatimes.com/news/india/pm-modi-launches-nationwide-hpv-vaccination-drive-for-14-year-old-girls/articleshow/128878702.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst

Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 aims to prevent sexual harassment at workplace and ensure safe, secure and inclusive environment for women

Read more here: <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2224438®=3&lang=1>

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