



आरोग्यम् सुखं सम्पदा



Executive Certificate Programme in Hospital Management

by

Indian Institute of Management Raipur

&

All India Institute of Medical Sciences, Raipur

Registration Open: 1st February 2023
Registration Closes: 10th April 2023

CONTENTS



04

Executive Certificate
Programme in Hospital
Management

05

AIIMS Raipur

06

IIM Raipur

07

Programme

11

Academic Calender

14

Programme Directos

Executive Certificate Program in Hospital Management

A collaborative program of Indian Institute of Management Raipur and All India Institute of Medical Sciences, Raipur

Background

With 1.4 billion people, India is a fast-growing economy that faces the triple burden of disease. Malnutrition, the backlog of common infections, and the emergence of Non-communicable Diseases (NCDs), including cancer, diabetes, heart disease, and mental illness, place a triple burden of disease on Low and Middle-Income Countries (LMIC).

According to India Brand Equity Foundation (IBEF), the market size of the Indian health care sector was \$280 billion in the year 2020, which is further expected to reach a whopping US\$ 372 billion by 2022, driven by rising income, better health awareness, lifestyle diseases and increasing access to insurance. As of 2021, the healthcare sector was one of India's largest employers as it employed a total of 4.7 million people. In the Economic Survey of 2022, India's public expenditure on healthcare stood at 2.1% of GDP in 2021-22 against 1.8% in 2020-21. In Union Budget 2022-23, Rs. 86,200.65 crore (US\$ 11.28 billion) was allocated to the Ministry of Health and Family Welfare (MoHFW). The number of allopathic doctors with recognised medical qualifications (under the I.M.C Act) registered with state medical councils/ national medical council increased to 1.27 million in July 2021, from 0.83 million in 2010.

These statistics clearly exhibit the importance of the healthcare industry in India, which warrants a solid health framework and efficient administrative practices. This can only be achieved with well-qualified doctors and managers. Hospital management plays a vital role in coordinating multiple resources, dealing

with stakeholders, and complex processes to achieve the desired policy objectives and reforms. To achieve effectiveness and efficiency in day-to-day operations, professional healthcare managers are managing an increasing number of the critical administrative functions of a hospital, including accounts, human resource management, quality, logistics, supply chain, public relations, marketing, and waste management.

The Indian health care sector is currently rising as a top performer on the worldwide platform for its facilities and services, which signifies the extensive breadth of the subject. Numerous job possibilities are made possible by the industry's ongoing expansion, both in the medical and the non-medical fields of education. However, only limited institutions are involved in imparting and sharpening the skills needed by the health sector. The prominent limitations of these programs pertain to the duration of course(s) (either too very short or too long duration) and the lack of hands-on experience in hospitals. Most of the two-year programs cater to the cohort lacking experience either in management or in health.

All India Institute Of Medical Sciences Raipur

AIIMS Raipur is one of the SIX AIIMS healthcare institutes being established by the Ministry of Health & Family Welfare, Government of India under the Pradhan Mantri Swasthya Suraksha Yojna (PMSSY). With the aim of correcting regional imbalances in quality tertiary level healthcare in the country and attaining self-sufficiency in graduate and postgraduate medical education and training the PMSSY planned to set up 6 new AIIMS like institutions in underserved areas of the country.



Indian Institute of Management Raipur

Indian Institute of Management (IIM) has been set up by the Government of India, Ministry of Human Resource Development in 2010 at Raipur, the capital of Chhattisgarh. Presently IIM Raipur operates from the Government Engineering College Campus, Raipur.

The focus here is to predominantly train the new generation to face and excel in the challenges and opportunities that arise rapidly today and tomorrow. Currently IIM Raipur is running the courses mentioned below:

Doctoral Programmes

- Fellow Programme in Management (Ph.D.)
- Executive Fellow Programme in Management

Post-Graduate Programmes

- Post-Graduate Programme (MBA)
- Executive Post Graduate Programme (ePGP)

Apart from these, the Institute offers tailor-made In-Company executive development Programs for Senior and Middle level executives of different organizations including Private, Public and Government Sectors, to maximize their potential by gaining or refining their Management Skills. IIM Raipur offer Management Development

Programs (MDP) in different area in management to reflect the evolving realities of business and management practices. IIM Raipur also offers Advance Management Development Programs that consist of overseas learning Program (OLP) in tie up with global & International Business Schools and Institutions.

Whereas, both parties viz. IIM Raipur and AIIMS Raipur realize that in the current context, working together is desirable, therefore, both parties are agreeable to enter into a MOU for working and cooperating with one another and using their respective expertise, knowledge and resources.

Mission

"To provide a learning centric environment that nurtures management thought through research and practice to create future leaders."

Vision

"To become a premier management institution that inspires thought leadership through scholarship and teaching by incorporating an ethos of inquiry, consciousness, and innovation".



Programme

IIM Raipur and AIIMS Raipur offer a six-month (150 hours) **Certificate Program in Hospital Management**, with two campus immersion capsules of three days each. This program shall offer a cutting-edge, multidisciplinary education for health professionals aimed at offering rigorous and extensive exposure to hospital management and the Indian health care system and a hands-on experience at the AIIMS Raipur. This course has been designed to cater to the needs of future managers, leaders from the hospital, healthcare consultants, and pharmaceutical industries, besides providing senior hospital managers and administrators with the managerial insights they need to run their hospitals effectively and efficiently.

Benefits for Participants

The programme has been designed, curated, and aimed at:

- Participants will get exposure to the health care system and management, public health perspective, and health management.
- Participants can interact with health care industry experts and academicians through guest lectures.
- Training the participants in managerial leadership.
- Developing an interdisciplinary orientation toward the management of healthcare
- Sensitizing participants to the macro policy context, both global and national.
- Inculcating comparative frameworks in the understanding of healthcare challenges in developing countries

Benefits for Hospitals and Society

- This program is relevant and essential for a country like India, where 80 percent of healthcare is delivered not by corporate chains in metro cities but by 30-bed and 50-bed nursing homes in Tier II and Tier III cities. Doctors running such nursing homes need serious help in management and administration. This program can provide managerial education to the doctors and managers, which will help to clear the nuances of management-level issues. Moreover, it will ensure the delivery of healthcare services to patients' satisfaction.
- The hospital management program helps achieve a solid health framework and efficient administrative practices by training doctors and managers.
- The efficient management of health practices helps the government to implement health policies effectively across the nation.

Participants

This program's prospective participants shall be health-care professionals, specifically doctors and administrators (hospitals with 5 to 1000 doctors), and professionals from medical and allied sectors.

Eligibility

- Medical practitioners and administrators with MBBS/BDS/BAMS degree or equivalent recognized by UGC/AICTE/MCI or equivalent. Senior healthcare professionals with biotechnology and biomedical background are also eligible to apply. Applicants should have at least five years of entrepreneurial and managerial experience in the healthcare sector as of the application closure date.
- Applicants from other disciplinary backgrounds shall also be eligible, provided they have a minimum of ten years of relevant entrepreneurial and managerial experience in the healthcare sector as of the application closure date.

- All Applicants need to have a minimum of 50% marks [aggregate - considering results of all years] in graduation / post-graduation.
- Applicant must have minimum age of 25 years as on 8th April 2023.

Selection Process

It will be decided based on the parameters of academic profile, work experience, gender diversity, and geographical diversity.

Personal Interview

The candidate has to appear before an interview panel. The candidate will be evaluated on the following: Richness of Experience, Communication Skills, Leadership Aptitude, Team Spirit, and Ethical Orientation. Merely fulfilling the eligibility criteria does not imply that the candidate is qualified to be called for an interview. However, the Institute reserves the right to decide the number of times the candidates would be called for an interview.

Final Selection

The final decision will be based on a composite score, computed based on two parameters: Personal Interview (40%) & Profile (60%). The detail of the weightage in each parameter is provided in the table below;

Parameters	Personal Interview	Academic profile	Work Experience	Gender diversity	Geographical diversity
Weightage	40	25	25	5	5

Personal Interview will evaluate candidate's aptitude and required knowledge towards the program.

Academic Profile will investigate candidate's academic performance at 10th, 12th and graduation level.

Work Experience is evaluated based on duration of the experience and industry where the candidate had worked.

Gender Diversity: Female candidates shall be given 5 marks extra.

Geographical Diversity is evaluated based on country of origin of the candidate.

Course Fee

The total fees for the course shall be INR 2,00,000 (excluding GST). The minimum batch size shall be 50 participants.

Important Dates

Registration Open	1 st February 2023
Registration closes	10 th April 2023
Interview Schedule	15 th - 16 th April 2023
Confirmation of Admission	20 th April 2023
Last Date of Submission of Fees	5 th May 2023
Program Commences	12 th May 2023

Certification

The participants shall be certified upon meeting the following minimum criteria:

- 70% minimum attendance
- Campus immersion (Mandatory)

Topics / Modules Plan

Module 1: Hospital Administration and Planning (9 hours)

Introduction to hospital Administration and Strategic planning; Environmental influence on the hospital; Operational management; Management of hospital staff; Materials management; Financial management; Hospital information; Communication; Public relation; Risk management; Law, ethics and code of conduct; Marketing of health services and Quality management.

Module 2: Hospital Administration and Designing (12 hours)

Introduction to Hospital Administration and Designing; Needs of the community; Ease of accessibility; Range of services offered; Availability of specialists; Availability of technology; Type of hospital- Primary, Secondary, Tertiary, Private; Operation programme; Admission; Human resource, Stores, Administration, General, engineering, Purchasing, Maintenance, Laundry, Clinical services, Waste disposal plant; Fire and safety, Pharmacy, Nursing services, Disaster plan; House keeping; Records; Dietary services; Sanitation; Public relations.

Module 3: Principles of Management and Organisational Behaviour (12 hours)

Principles of Management: Planning and Organising; Staffing and Directing; Motivating; Controlling; Overview of Organisational Behaviour; Work Motivation Theories; Work and Conditions of Work; Emotional labour; Conflict Management; Group Dynamics and Stress Management; Leadership

Module 4: Health Economics (12 hours)

Basic concepts in Economics; Overview of healthcare sector in India; Healthcare services; Concepts of economic efficiency; Cost Benefit analysis of healthcare; Economic tools for Health Economics; Health insurance and Risk management; Government role in healthcare sector; Health economics of beds; Basic statistical applications in Health economics.

Module 5: Healthcare Financial Management (21 hours)

Understanding balance sheet and financial statements; Sources of funds; Working capital management; Cash Management; Cash flow; Costing; Tax planning and GST; Filing returns; Statutory loss/Labour procedures; Internal Audit; Risk management system; Overview of health budget.

Module 6: Operations Management in Healthcare (21 hours)

Layout planning; Performance improvement in healthcare; Capacity planning (scheduling); Inventory management; TQM; Healthcare operation strategy and balance scorecard; tools for problem solving, managing healthcare projects, Lean healthcare enterprise, Process improvement and patient flow; supply chain management

Module 7: Marketing of Healthcare Services (15 hours)

Marketing of Healthcare product and services; Healthcare Marketing mix; Health Product Management; Health Production Management; Health Sales and Distribution Management; Brand Management and Rural Marketing; OTC Marketing; Online market for healthcare products and services; Reasons of Market Failure in Healthcare sector; Supply chain management and Information system in Healthcare.

Module 8: Legal Aspects of hospital administration (12 hours)

Introduction to legal aspects of Hospital Administration; Statutory Obligations; Medical And Pharmacy Laws; Taxation Laws; Incidental Laws; Labour Laws; Business Laws; Environmental Laws.

Module 9: Health Data and Analytics (21 hours)

Introduction to Healthcare management; Introduction to data analytics; Introduction to Health care analytics; Healthcare Data Acquisition and Management; Applied Healthcare Statistics; Data mining and Forecasting in Healthcare; Quantitative Methods and Decision Analysis.

Module 10: Telemedicine & Healthcare Tourism (9 hours)

Introduction to Telemedicine & Healthcare Tourism, Health and Medical Tourism. Medical tourism or cross-border care ; Medical Tourism Industry ; Ethical dimensions; Treatment Processes; Medical tourism- Cost for patient.

Module 11: Entrepreneurship in Healthcare Sector (9 hours)

Introduction of Entrepreneurship; Micro-level Topics in Healthcare Entrepreneurship; Entrepreneurship in Healthcare: Past Contributions and Future Opportunities; Value through Hybrid organising in health care sector.; The Role of Incubators and Accelerators in Healthcare Innovation; Case Studies in Healthcare entrepreneurship; Entrepreneurial Challenges & Opportunities in Healthcare; The Antecedents of Healthcare Social Entrepreneurship.

Module 12: Healthcare Schemes and Society (6 hours)

Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCH+A), Rashtriya Bal Swasthya Karyakram (RBSK), The Rashtriya Kishor Swasthya Karyakram, Janani Shishu Suraksha Karyakram, National AIDS Control Organisation, Mission Indradhanush, Pradhan Mantri Swasthya Suraksha Yojana (PMSSY), Rashtriya Arogya Nidhi

Pedagogy

Pedagogy of this program comprises of two campus immersions, hands on experience at AIIMS Raipur campus. Lectures in blended mode involves class room lectures, case discussions, role plays, field research project, simulation exercises and business games.

Academic Calendar

Blocks	Date	Courses	Time
Campus Immersion 1	12-05-2023	Hospital administration and Planning & Hospital administration and designing	
Campus Immersion 1	13-05-2023	Hospital administration and Planning & Hospital administration and designing	
Campus Immersion 1	14-05-2023	Hospital administration and Planning & Hospital administration and designing	
Block 1	20-05-2023	PMOB Session 1	3.00 - 4.30 PM
	20-05-2023	HE Session 1	4.45 - 6.15 PM
	21-05-2023	PMOB Session 2	10.00 - 11.30 AM
	21-05-2023	HE Session 2	11.45 - 01.15 PM
Block 2	27-05-2023	PMOB Session 3	3.00 - 4.30 PM
	27-05-2023	HE Session 3	4.45 - 6.15 PM
	28-05-2023	PMOB Session 4	10.00 - 11.30 AM
	28-05-2023	HE Session 4	11.45 - 01.15 PM
Block 3	03-06-2023	PMOB Session 5	3.00 - 4.30 PM
	03-06-2023	HE Session 5	4.45 - 6.15 PM
	04-06-2023	PMOB Session 6	10.00 - 11.30 AM
	04-06-2023	HE Session 6	11.45 - 01.15 PM
Block 4	10-06-2023	PMOB Session 7	3.00 - 4.30 PM
	10-06-2023	HE Session 7	4.45 - 6.15 PM
	11-06-2023	PMOB Session 8	10.00 - 11.30 AM
	11-06-2023	HE Session 8	11.45 - 01.15 PM
Block 5	17-06-2023	HFM Session 1	3.00 - 4.30 PM
	17-06-2023	OMH Session 1	4.45 - 6.15 PM
	18-06-2023	HFM Session 2	10.00 - 11.30 AM
	18-06-2023	OMH Session 2	11.45 - 01.15 PM
Block 6	24-06-2023	HFM Session 3	3.00 - 4.30 PM
	24-06-2023	OMH Session 3	4.45 - 6.15 PM
	25-06-2023	HFM Session 4	10.00 - 11.30 AM
	25-06-2023	OMH Session 4	11.45 - 01.15 PM
Block 7	01-07-2023	HFM Session 5	3.00 - 4.30 PM
	01-07-2023	OMH Session 5	4.45 - 6.15 PM
	02-07-2023	HFM Session 6	10.00 - 11.30 AM
	02-07-2023	OMH Session 6	11.45 - 01.15 PM
Block 8	08-07-2023	HFM Session 7	3.00 - 4.30 PM
	08-07-2023	OMH Session 7	4.45 - 6.15 PM
	09-07-2023	HFM Session 8	10.00 - 11.30 AM
	09-07-2023	OMH Session 8	11.45 - 01.15 PM
Block 9	15-07-2023	HFM Session 9	3.00 - 4.30 PM
	15-07-2023	OMH Session 9	4.45 - 6.15 PM

Academic Calendar Continued...

Blocks	Date	Courses	Time
Block 9	16-07-2023	HFM Session 10	10.00 - 11.30 AM
	16-07-2023	OMH Session 10	11.45 - 01.15 PM
Block 10	22-07-2023	HFM Session 11	3.00 - 4.30 PM
	22-07-2023	OMH Session 11	4.45 - 6.15 PM
	23-07-2023	HFM Session 12	10.00 - 11.30 AM
	23-07-2023	OMH Session 12	11.45 - 01.15 PM
Block 11	30-07-2023	HFM Session 13	3.00 - 4.30 PM
	30-07-2023	OMH Session 13	4.45 - 6.15 PM
	05-08-2023	HFM Session 14	10.00 - 11.30 AM
	05-08-2023	OMH Session 14	11.45 - 01.15 PM
Block 12	06-08-2023	MHS Session 1	3.00 - 4.30 PM
	06-08-2023	LAHA Session 1	4.45 - 6.15 PM
	12-08-2023	MHS Session 2	10.00 - 11.30 AM
	12-08-2023	LAHA Session 2	11.45 - 01.15 PM
Block 13	13-08-2023	MHS Session 3	3.00 - 4.30 PM
	13-08-2023	LAHA Session 3	4.45 - 6.15 PM
	19-08-2023	MHS Session 4	10.00 - 11.30 AM
	19-08-2023	LAHA Session 4	11.45 - 01.15 PM
Block 14	20-08-2023	MHS Session 5	3.00 - 4.30 PM
	20-08-2023	LAHA Session 5	4.45 - 6.15 PM
	26-08-2023	MHS Session 6	10.00 - 11.30 AM
	26-08-2023	LAHA Session 6	11.45 - 01.15 PM
Block 15	27-08-2023	MHS Session 7	3.00 - 4.30 PM
	27-08-2023	LAHA Session 7	4.45 - 6.15 PM
	02-09-2023	MHS Session 8	10.00 - 11.30 AM
	02-09-2023	LAHA Session 8	11.45 - 01.15 PM
Block 16	03-09-2023	MHS Session 9	10.00 - 11.30 AM
	03-09-2023	LAHA Session 9	11.45 - 01.15 PM
	09-09-2023	MHS Session 10	3.00 - 4.30 PM
	09-09-2023	HDA Session 1	4.45 - 6.15 PM
Block 17	10-09-2023	MHS Session 11	10.00 - 11.30 AM
	10-09-2023	HDA Session 2	11.45 - 01.15 PM
	16-09-2023	MHS Session 12	3.00 - 4.30 PM
	16-09-2023	THT Session 1	4.45 - 6.15 PM
Block 18	17-09-2023	HDA Session 3	10.00 - 11.30 AM
	17-09-2023	THT Session 2	11.45 - 01.15 PM
	23-09-2023	HDA Session 4	3.00 - 4.30 PM
	23-09-2023	THT Session 3	4.45 - 6.15 PM
Block 19	24-09-2023	HDA Session 5	3.00 - 4.30 PM
	24-09-2023	THT Session 4	4.45 - 6.15 PM
	30-09-2023	HDA Session 6	10.00 - 11.30 AM
	30-09-2023	THT Session 5	11.45 - 01.15 PM
Block 20	01-10-2023	HDA Session 7	3.00 - 4.30 PM
	01-10-2023	THT Session 6	4.45 - 6.15 PM

Academic Calendar Continued...

Blocks	Date	Courses	Time
Block 20	07-10-2023	HDA Session 8	10.00 - 11.30 AM
	07-10-2023	EHS Session 1	11.45 - 01.15 PM
Block 21	08-10-2023	HDA Session 9	3.00 - 4.30 PM
	08-10-2023	EHS Session 2	4.45 - 6.15 PM
	14-10-2023	HDA Session 10	10.00 - 11.30 AM
	14-10-2023	EHS Session 3	11.45 - 01.15 PM
Campus Immersion 2	15-10-2023	HDA & EHS & Health care and society	
Campus Immersion 2	21-10-2023	HDA & EHS & Health care and society	
Campus Immersion 2	22-10-2023	HDA & EHS & Health care and society	

* Subject to Holidays

Notes: PMOB- Principles of management and organisational behaviour, HE- Health economics, HFM- Healthcare financial management, OMH- Organisational management in healthcare, LASA- Legal aspect of healthcare administration, MHS- Marketing of healthcare services, HAD- Health data and analytics, THT- Telemedicine and healthcare tourism, EHS- Entrepreneurship in healthcare sector.

Programme Directors



Dr Sanjeev Prashar has thirty-two years' academic experience of teaching Postgraduate Management courses, corporate training and consulting. He has taught courses like Marketing Management, Sales Management and Rural Marketing at various prominent business schools in India. With Master of Business Administration (MBA) and Ph. D in Management from University of Kurukshetra (India), and Post-doctoral from Putra Business School, Malaysia, he has published ninety research papers in prominent international journals of repute. Few of his authored case studies are available at Harvard

Business Publishing (both English and Chinese versions) and Ivey Publishing. Winner of Emerald Literati Award for Outstanding Paper 2022, he is currently pursuing research on shopping behavior including impulse buying, online buying and celebrity endorsement. Sanjeev Prashar has attended Global Colloquium on Participant-Centered Learning on Teaching through Case Studies Method at Boston, the US (2014) and Leadership and Management Development in Institutes and Universities at Birmingham, the UK (2016). He has also been a Visiting Fellow at University of Kelaniya, Sri Lanka, (2016-17 & 2020). Sanjeev Prashar has more than thirteen thousand hours of training experience with prominent business establishments, government institutions and agencies, not-for-profit organizations and academic institutions.

Prof Sanjeev Prashar
Marketing



Dr Ramesh Chandrakar is an Additional Professor in Transfusion Medicine & Blood Bank at AIIMS Raipur with additional responsibility of Hospital Administration as Deputy Medical Superintendent. He is working in the field of motivating donors and promoting Voluntary blood donation services. As an hospital administrator, he is providing his inputs for providing quality services to the patients coming at AIIMS Raipur, maintaining logistics and supply channel of hospital drugs and consumables. He is also actively involved in implementing Ayushman Bharat scheme to the inpatients admitted at AIIMS Raipur.

Dr. Ramesh Chandrakar



Dr. Jithin P is an Assistant Professor in Economics and Public Policy at the Indian Institute of Management Raipur. His research interests are primarily concerned with International Economics, Open Macroeconomics, and Foreign Direct Investment. He has published his research works in leading peer-reviewed international journals, including Applied Economics, International Journal of Finance and Economics, Journal of International Trade and Economic Development, Economic and Political Weekly, etc.

Prof Jithin P
Economics and Public Policy



Himanshu S Srivastava is an Assistant Professor in Marketing Management department at the Indian Institute of Management Raipur. He completed his PhD from Indian Institute of Management Shillong, Post graduate diploma in Project Management from University of Hyderabad, and Bachelor of Technology from National Institute of Technology Durgapur. He has also completed International Climate Action Course COP22, Marrakesh, Morocco. His research interests include Consumer Behavior, Hospital Management, Life Course Study, Sustainability, Tourism and Industrial Marketing. He has

published several research papers in top journals. He has also received best paper award at Marketing Conference organized by IIM Shillong.

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