



IIM NAGPUR

भारतीय प्रबंध संस्थान नागपुर  
Indian Institute of Management Nagpur



AIIMS NAGPUR

अखिल भारतीय आयुर्विज्ञान संस्थान, नागपुर  
All India Institute of Medical Sciences Nagpur

**T**  
TIMESPRO

Batch 02

# Post Graduate Certificate Programme in **Advanced Healthcare Management** (IIM Nagpur + AIIMS Nagpur)

12 Months | Live online session | ₹2,25,000 + GST



## IIM Nagpur Director's Message



**Dr. Bhimaraya Metri**  
**Director,**  
**Indian Institute of Management Nagpur**

I take pleasure in welcoming you to IIM Nagpur (IIMN). IIMN was established in 2015 as the first of the third generation IIMs, by the Ministry of Education, Govt. of India. Its location in Nagpur, the Orange City, makes IIMN equidistant from the major metropolises – Delhi, Chennai, Kolkata, and Mumbai – in terms of travel time by air. Since its inception, IIMN has attracted talented faculty members with commendable experience in research and teaching.

Faculty members at IIMN are engaged in management consultancy, research, training, and industry collaboration for creating and disseminating cutting-edge knowledge. Its location at the very centre of industrial activity offers IIMN a natural advantage, enabling greater connections and partnerships with businesses across sectors in SEZ and MIDC-designated zones. IIMN's unwavering focus on pioneering exceptional industry partnerships to lead the way in providing real-world experiences, prepares our programme participants for life — bringing 'corporate into classrooms' to hone relevantly skilled talent for the ever-evolving corporate world. One of the first premier institutions in the country to seamlessly make the shift from physical to online over the past year, IIMN is well-equipped to conduct Executive Education Programmes (EEPs) for executives from public and private sector undertakings. Keeping the New Education Policy (NEP) 2020, digitalisation, and lifelong learning in mind, IIMN has launched online certificate programmes for skilling-reskilling-upskilling the executives in highly specialised areas of management. We anticipate that these programmes would enable executives to fully realise the opportunities ahead in a digitally disruptive world. With its unique advantages, IIMN is an exciting place to learn, grow, and be the 'champions of change'. We welcome you to join our IIMN community of faculty, staff, students, and alumni who are shaping the future of work.

# AIIMS Nagpur Director's Message



## **Dr. (Prof.) Prashant P. Joshi**

**MD (Medicine), MSc (Clinical Epidemiology, UNC Australia)  
Executive Director & CEO, AIIMS, Nagpur**

It brings me immense pleasure to introduce our collaborative initiative – the Postgraduate Certificate Programme in Advanced Healthcare Management, a joint endeavour between AIIMS Nagpur and IIM Nagpur.

This collaborative venture is designed to bridge the existing gap between healthcare expertise and managerial acumen, catering to the evolving landscape of our healthcare industry.

In today's dynamic healthcare ecosystem, the need for competent leaders who possess a nuanced understanding of both medical intricacies and administrative strategies is paramount. The program aims to cultivate a cadre of professionals equipped with a comprehensive skill set, blending the clinical excellence of AIIMS Nagpur with the managerial prowess of IIM Nagpur.

The Course will help shape future leaders who will drive innovation, efficiency, and compassionate care in the healthcare sector. The symbiotic partnership between AIIMS Nagpur and IIM Nagpur ensures a curriculum that not only meets but exceeds the industry standards.

I encourage aspiring healthcare leaders to join us on this transformative journey, where knowledge meets innovation, and expertise converges with vision.

## AIIMS Nagpur Dean's Message



**Dr. Mrunal Phatak**  
**Dean (Academics)**  
**AIIMS Nagpur**

I am delighted to introduce the Postgraduate Certificate Programme in Advanced Healthcare Management a joint collaboration of AIIMS Nagpur & IIM Nagpur.

This program is meticulously structured to provide a holistic learning experience which includes Comprehensive modules encompassing healthcare operations, financial management, Hospital planning, and more.

The course will be delivered by esteemed faculty comprising experts from AIIMS Nagpur and IIM Nagpur, providing unparalleled guidance and mentorship.

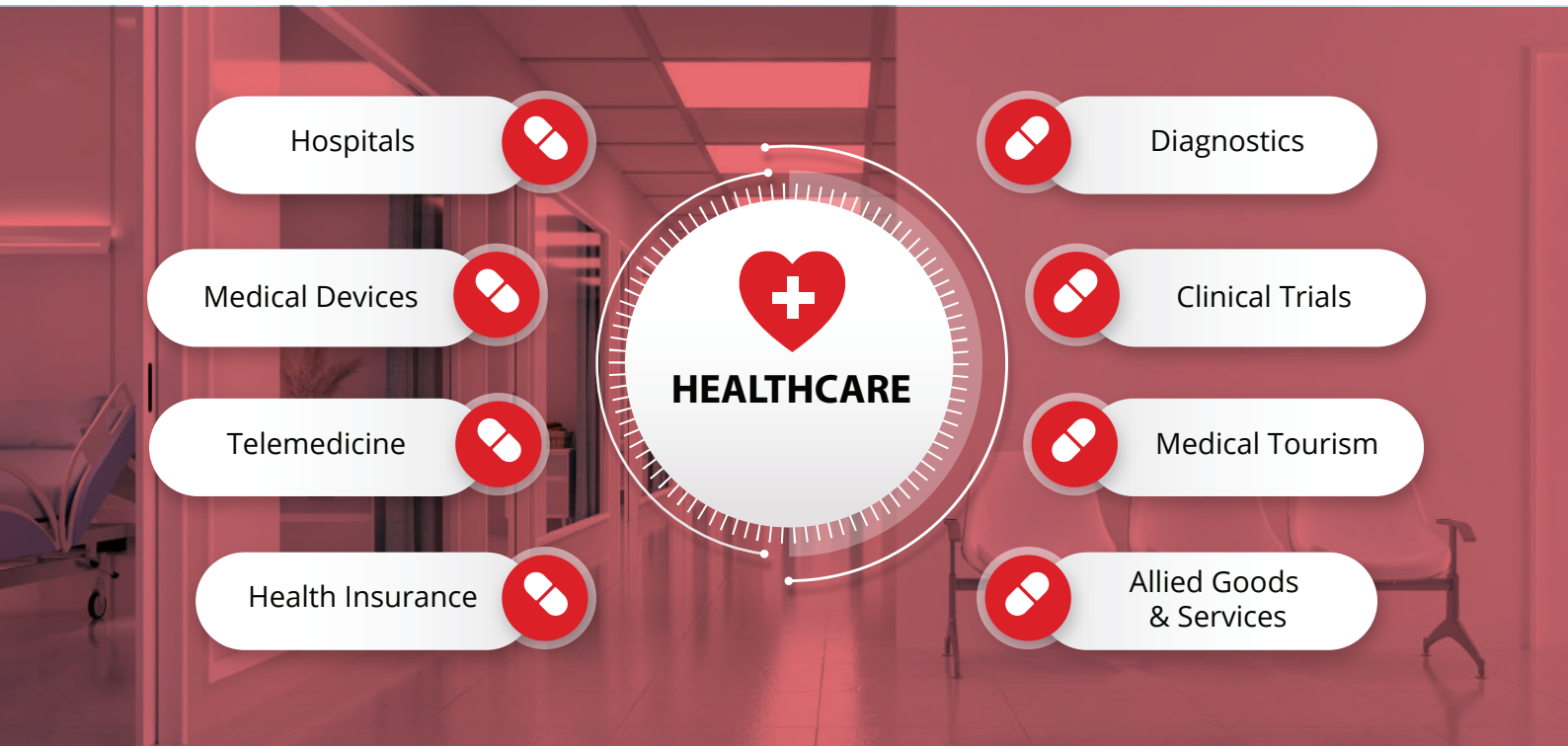
Our mission is to nurture the next generation of healthcare executives equipped with the skills and knowledge to lead the healthcare industry. The synergistic partnership between AIIMS Nagpur & IIM Nagpur ensures a unique learning experience that bridges the gap between healthcare expertise and effective management strategies.



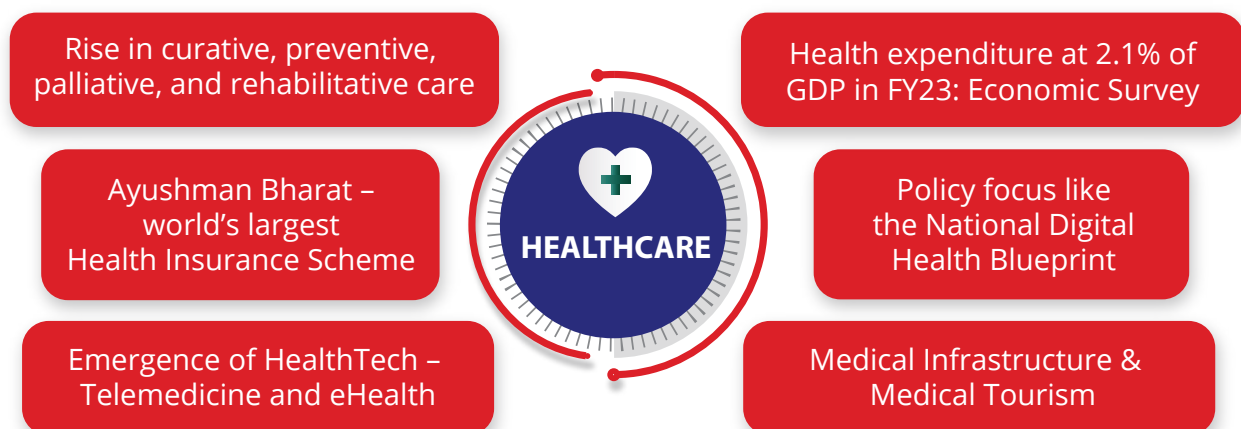
## Indian Healthcare Sector

While healthcare was one of the fastest-growing sectors in India before the pandemic, it was strengthened and began expanding exponentially during the subsequent disruption and the aftermath. Currently, it has become one of India's largest sectors, both in terms of revenue and employment.\*

## Healthcare Components



## Healthcare: Demand Drivers



Source: [www.niti.gov.in](http://www.niti.gov.in)

# Key Aspects of Advanced Healthcare Management



## Personalized Care & Genomic Medicine:

Tailored treatment based on genetics, lifestyle, and genomics



## Community Health: Population Health Management

Strategies for improving overall community well-being.



## Global Health: International Considerations

Addressing global health disparities and pandemics.



## Ethical Expertise: Ethical & Cultural Competency

Navigating ethical dilemmas and cultural sensitivity.



## Innovative Funding: New Financial Models

Value-based care and pay-for-performance.



## Telehealth Integration: Remote Care

Leveraging telehealth and remote monitoring.



## Data Security: Cybersecurity & Privacy

Protecting patient data and privacy.



## Patient-Centered: Advocacy & Engagement

Empowering patients in their healthcare decisions.



## Sustainability: Green Healthcare

Reducing environmental impact and waste.

## Healthcare Management Professionals (HMPs)

With multi-million-dollar investments made by various national and international agencies, the pharmaceutical sector, central and state governments, developmental partners, and a large community of investors; the tremendous demand for healthcare is driving the huge need for trained and qualified Healthcare Management Professionals (HMPs) with infinite growth opportunities.

### Factors Under HMP Purview

The profession of healthcare management is challenging yet rewarding, and it requires that HMPs maintain a dual perspective where they understand the internal and external domains of their organisation.

EXTERNAL	INTERNAL
Community Need Regulatory/Accreditation Stakeholder Expectations Competition Insurance	Human Resources Compliance/Quality Patient/Physician Relations Differentiation/Innovation Financial Performance

### Roles & Responsibilities of HMPs

The rapidly changing technologies used in the healthcare sector require HMPs to have the capacity to cope with the dynamic nature of the field. HMPs at all levels need to possess sound conceptual, technical, and interpersonal skills in order to carry out their managerial functions.



*Whether you are a medical practitioner or a non-medical professional from the healthcare and allied industries, a professional qualification in Healthcare Management will equip you with the competencies to soar your career in this booming industry.*



## Programme Overview

In the ever-evolving landscape of healthcare, one constant reigns supreme – the imperative for advancement. Introducing the **Post Graduate Certificate Programme in Advanced Healthcare Management (PGCPAHM) (IIM Nagpur + AIIMS Nagpur)** by **IIM Nagpur**, your gateway to becoming a healthcare leader who not only embraces change but drives it. This immersive programme combines the expertise of Healthcare Professionals from AIIMS Nagpur with the management prowess of IIM Nagpur.

Our curriculum is a unique fusion of healthcare fundamentals and cutting-edge technology, creating graduates who are healthcare pioneers. They possess the skills to lead innovation, optimise operations, and excel in data-driven decision-making within the complexities of modern healthcare. It's more than academics; it's a transformative journey that unlocks your potential, explores advanced healthcare management, and bridges the gap between medical and management perspectives.

## Programme Highlights



IIM Nagpur Executive  
Alumni Status



Eminent faculty with  
best industry experts



Campus immersion of  
four days



Intensive curriculum  
merging healthcare  
management with tech  
and analytics



Contextually designed  
12-month programme



## Learning Outcomes



Gain an understanding of healthcare operations, quality, financial management, leadership, and human resources, enabling effective management of healthcare organisations



Acquire in-depth knowledge of technical-medical aspects, ensuring the ability to address complex healthcare challenges and practices



Develop expertise in managing both multi-speciality and limited-specialty private healthcare institutions, preparing for diverse roles in the industry



Improve leadership, conflict resolution, decision-making, and team-building skills to excel in healthcare leadership roles



Obtain a contemporary understanding of healthcare systems, policies, and regulations, essential for navigating the dynamic healthcare environment effectively



Benefit from a holistic education that equips you with the knowledge and skills to thrive in the ever-evolving field of healthcare management

# Programme Curriculum

## IIM Nagpur

### Introduction to Healthcare Management

#### **Overview of Healthcare Industry**

Healthcare sectors and services

#### **Role of Management in Healthcare**

Healthcare management principles

### Healthcare Operations and Services Management

#### **Healthcare Process Improvement**

Lean Six Sigma in healthcare

#### **Healthcare Facilities and Resources**

Hospital infrastructure

### Healthcare Information Systems and Technology

#### **Healthcare IT Systems and Applications**

Electronic health records (EHR)

#### **Health Data Management**

Health data privacy and security

#### **Telemedicine and Digital Health**

Remote healthcare technologies

### Healthcare Financial Management

#### **Financial Basics for Healthcare Managers**

Healthcare financial principles

#### **Budgeting and Resource Allocation**

Financial planning in healthcare

#### **Revenue Cycle Management**

Billing and revenue collection

## Healthcare Marketing and Stakeholder Management

### **Healthcare Marketing Fundamentals**

Patient engagement and marketing

### **Stakeholder Communication**

Physician relations and engagement

## Healthcare Leadership and Management

### **Leadership Styles and Skills**

Transformational leadership

### **Conflict Resolution and Decision-making**

Managing healthcare conflicts

### **Team Building and Motivation**

Effective healthcare teams

## Healthcare Policy and Regulations

### **Healthcare Regulations and Compliance**

Regulatory bodies and standards

### **Healthcare Policy and Governance**

Policy development and advocacy

## Healthcare Human Resource Management

### **Recruitment and Staffing in Healthcare**

Hiring practices in healthcare

### **Performance Management**

Performance appraisal systems

### **Training and Development**

Continuous learning in healthcare

## Technology, MIS, and Analytics in Healthcare

### **Importance of Technology in Healthcare**

Role of technology in healthcare

### **Healthcare Information Systems**

EMR, EHR, and other systems

### **Data Management and Analytics**

Data collection and analysis

### **Healthcare Decision Support Systems**

Clinical decision support systems

### **Patient Data Privacy and Security**

HIPAA compliance and security

### **Emerging Technologies in Healthcare**

AI, IoT, and blockchain in healthcare

## AIIMS Nagpur

### Introduction to Healthcare Management

#### **Healthcare Challenges and Trends**

Healthcare trends and challenges

### . Healthcare Operations and Services Management

#### **Healthcare Service Delivery Models**

Outpatient vs. inpatient care

#### **Organization & Management of**

- Clinical services
- Diagnostics and Therapeutic Services &
- Support Services.
- Equipment Management
- Disaster & Risk Management.

## Healthcare Quality and Patient Safety

### **Quality Improvement in Healthcare**

Continuous quality improvement

### **Patient Safety and Risk Management**

Patient safety protocols

### **Accreditation**

Accreditation and regulations

## Healthcare Marketing and Stakeholder Management

### **Patient-Centered Care**

Patient experience management

### **Public relations in Healthcare**

## Healthcare Ethics and Legal Issues

### **Ethical Principles in Healthcare**

Bioethics and medical ethics

### **Legal Issues in Healthcare**

Medical malpractice and liability

Laws Applicable to Medical Practice and Hospitals in India

### **Confidentiality and Privacy**

Laws governing the Confidentiality and Privacy of patients



## Pedagogy

The programme is delivered through blended learning mode. The in-class component will involve a variety of pedagogical techniques such as lectures, case discussions, simulation games, role plays, group projects and other experiential exercises. The online component delivered through state-of-the-art interactive mode will facilitate learning through synchronous mode using multi-media components involving case discussion, audio and video engaging components.

## Programme Delivery

Sessions will be conducted via a state-of-the-art Interactive Learning (IL) platform and delivered in Direct-to-Device (D2D) mode that can be accessed by learners on their Desktop, Laptop, Tablet, or Smartphone. Chamber Consulting will be provided by every faculty member teaching a course in the programme (once a week in the timeframe when a particular course's sessions are scheduled).



### Schedule

Sunday  
9:00 a.m. to 12:00 p.m.  
(IST)

### Duration

12 months\*

*\*The programme duration may be slightly extended due to issues like unavailability of the faculty and gazetted holidays on the session days.*

### Campus Immersion

There will be four days of campus immersion at IIM Nagpur.

One or two sessions from some of the courses will become a part of the on-campus orientation module. The campus visit will be conducted subject to the evolving pandemic situation and will depend on government and institute regulations, advisories, and guidelines related to the pandemic. In case the campus module is not confirmed due to any reason, the same will be included in the total number of online sessions.

## Eligibility Criteria

- Candidates with graduation in any stream from any recognised University or Institution and a work experience\* of minimum three years
- Preference will be given to candidates employed in the healthcare sector
- Doctors, Dentists, Medical Practitioners, Healthcare Professionals, and Entrepreneurs in healthcare sector are also encouraged to apply
- Healthcare professionals who are consultants/practicing on their own, self-declaration would be required to be submitted

*\*Internship and training experiences are not considered as full-time work experience.*

## Who Should Attend?

- The programme is ideal for early-career and mid-career executives working in the healthcare industry who want to get promoted to management positions and accelerate their career growth
- Doctors, Dentists, Medical Practitioners, and Healthcare Professionals
- Professionals working in other industries who are looking to change their industry to healthcare.
- The programme is also ideal for the entrepreneurs in healthcare domain who want to learn management models, tools, and techniques to better manage their healthcare business

## Admission Criteria

Participants would be selected from self-sponsored individuals and corporate nominations based on their overall profile and credentials.

## Attendance Criteria

A minimum of 75% attendance is a prerequisite for the successful completion of the programme.



## Assessment & Evaluation

- Evaluation methodology is at the discretion of the faculty. The methodology includes online exams, written tests, assignments, case analysis, projects, quizzes, class contribution, and any other component as decided by the faculty
- The programme may require participants to work on individual/group assignments and/or projects. The main objective of such assignments/projects will be to help the participants apply their conceptual learning in the programme to actual organisational decision scenarios
- Giving feedback is an integral part of the completion requirements of the programme

## Certification\* & Alumni Status

- Participants who successfully meet the evaluation criteria and satisfy the requisite attendance criteria will be awarded a 'Certificate of Completion'
- Successful participants will also be accorded IIM Nagpur Alumni status



*\*All certificate images are for illustrative purposes only and may be subject to change at the discretion of IIM Nagpur.*

## Programme Directors



**Prof. Mukund Vyas**  
**Dean**

**Executive Education and Its Alumni Affairs**

Dr. Mukund Vyas is a Professor at IIM Nagpur. He practices in the areas of Humanities, Arts, Social Sciences, Organisational Behaviour, and Human Resources Management. He holds Ph.D. in Organisational Psychology from the University of Mumbai. Prior to joining IIM Nagpur, Dr. Vyas was associated with Tata Motors Limited as Head – Executive Management Development & Talent Development from May 2016. He was also associated with Larsen & Toubro Limited as Head – Corporate L & D, and Head of Leadership Development Academy for a year.

Dr. Vyas started his corporate career in 1996 with Siemens where he worked for 20 years including six years heading global position in Talent Management with Siemens AG, based out of HQ in Germany. Over 26 years of experience, Dr. Vyas has worked in the area of Leadership Development, Organisational Culture, Learning & Development, Talent Management, and Performance Management.







**Prof. Rajeev Aggarwal**

Professor Rajeev Aggarwal is an Adjunct Professor at IIM Nagpur in the Production and Operations Management Area. He specialises in the fields of Project Management, Contract Management, International Business, and Corporate Turnarounds.

Prof Aggarwal has over 40 years of experience in developing and managing mega industrial projects valued at approximately \$1B USD each, spread across the globe. His experience spans over 70 countries. He has held CEO / C-Suite positions in Fortune 500 companies in Canada and the Middle East. He specialises in complex contract management, negotiations, structuring and management of mega lump-sum-turnkey (LSTK), hybrid contracts. He has set up joint ventures, consortia agreements, and handled mergers & acquisitions of companies. He set up and negotiated customised contracting structures to suit the work and market conditions, developed risk management strategies. He has developed and negotiated major contractual variations and claims, and concluded amicably without litigations.

Prof Aggarwal has successfully turned around stressed organisations and accomplished multi-fold growth of the organisations by revamping systems and processes, teams and business strategies. He has worked in various leadership capacities as Client, PMC, Owner's Engineer, EPC Contractor, and Construction contractor.

## **AIIMS Nagpur Faculty**



**Dr. Nitin Marathe**

Dr. Nitin Marathe is Associate Professor & In-charge of Dept. of Hospital Administration at AIIMS Nagpur. He has done his MBBS and M.D in Hospital Administration from Rajiv Gandhi University of Health Sciences, Bangalore. With over a decade of expertise in medical administration, he has worked at prestigious Corporate Hospitals and reputed Private & large Central Government teaching Hospitals with 1000 Bedded Capacity. Has vast experience in Commissioning, Planning of New Hospitals & Quality Accreditation of Hospitals.

He has Commissioned the Dept. of Atomic Energy's (Govt of India) Tata Memorial Centre's Homi Bhabha Cancer Hospital & Research Centre at Chandigarh. He has Published various research articles in Journals of National repute and currently working on various research Projects. His keen interests include Hospital operations, Quality Accreditation, Commissioning & planning of Hospitals.



## Programme Fee

Particulars	Amount (₹)*
Processing Fee**	15,000
<b>Total Programme Fee</b> (Excluding Application Fee)	<b>2,25,000</b>

### Note:

- From application page, participants will be redirected to IIMN payment portal
- \*GST as per the prevailing rate is applicable and will be collected additionally from the candidate/participant. The Current GST rate is 18%
- During campus visit, participants who want to stay extra nights at IIM Nagpur campus will have to pay additional charges directly to IIM Nagpur. This shall be subject to accommodation availability at the campus for extra nights
- \*\*Processing Fee contains ₹2,500 towards application fee and ₹12,500 towards Tuition fee
- In case a participant profile is rejected by IIM Nagpur, tuition fee of ₹12,500 will be refunded to the participants

# Instalment Schedule

	Date	Amount (₹)*
Instalment I	At the time of application	10,000
	Within one week after the offer roll out	77,500
Instalment II	10 <sup>th</sup> October, 2024	70,000
Instalment III	10 <sup>th</sup> January, 2025	70,000

\*GST as per prevailing rate is applicable.

# Programme Timelines

Last Date to Apply	<a href="#">Refer to Website</a>
Programme Start Date	21 <sup>st</sup> July, 2024
Programme End Date	July 2025





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Indian Institute of Management Nagpur



Established in 2015, the **Indian Institute of Management Nagpur (IIM Nagpur)** aspires to be a leading management institution that shapes management systems, policy, and governance through high-quality education, research, and industry engagement. Propelled by the pursuit of engaged scholarship, the Institute aims to create value-driven leaders and global managers with strong conceptual foundations and analytical approach, which helps them excel in diverse spheres – be it management, business, policy making, and public administration, to name a few.

IIM Nagpur's aim is to address the needs of a modern India, connecting aspirations and realities to attain benchmarks that are respected internationally. Our motto, सत्यं च स्वाध्याय प्रवचने च, that is, an inspired journey towards truth through individual reflection and collective discourse, propels our quest to bridge the gap between abstract knowledge and practice.

IIM Nagpur seeks to distinguish itself as an institution that promotes constant industry engagement of a 'problem-solving' nature. Executive Education, therefore, is an important thrust area for the Institute. With an array of programmes designed by a faculty body with a stellar record of research, teaching, and industry engagement, the Executive Education programmes at IIM Nagpur equips managers and executives with the capabilities to perform effectively in their current roles and take up greater challenges through various stages of their careers.

**43<sup>rd</sup>**

in NIRF Rankings  
2023

**19<sup>th</sup>**

in Outlook ICARE  
Rankings 2023

**26<sup>th</sup>**

in India Today MDRA  
Rankings 2022



## AIIMS NAGPUR

अखिल भारतीय आयुर्विज्ञान संस्थान, नागपुर  
All India Institute of Medical Sciences Nagpur



### **All India Institute of Medical Sciences, Nagpur**

The All India Institute of Medical Sciences [AIIMS] was designed to serve as a nucleus for nurturing excellence in all aspects of health and wellness throughout India. AIIMS are a group of autonomous public medical institutes that have been declared by an Act of Parliament 1956 as “Institute of National Importance”.

All India Institute of Medical Sciences, Nagpur is one among the four AIIMS announced during the budget speech 2014-15 under Pradhan Mantri Swasthya Suraksha Yojna (PSSY). The Foundation stone for the institute was laid by Hon’ble Prime Minister of India, Shri Narendra Modi and Hon’ble Chief Minister of Maharashtra, Shri Devendra Fadnavis at Sector 20, MIHAN on 14th April 2017. Union Cabinet Minister for Road Transport and Highway and Shipping (GoI), Shri Nitin Gadkari, and several other dignitaries graced the occasion. The primary objective of AIIMS is “correcting regional imbalances in the availability of affordable/reliable tertiary healthcare services and also to augment facilities for quality medical education in the country”.

With a campus spanning over 150 acres of land in the Special Economic Zone, MIHAN, the institute is committed to its mission of providing the highest levels of patient satisfaction, healthcare, safety, dignity and rights through evidence-based clinical practices of the highest standard and transparent management processes. Working tirelessly, within a short span of time, it has been unfaltering in its efforts to provide the best medical education and training with all modern facilities and is progressing towards becoming a Center of Excellence in teaching, patient care, and research. Currently, students for MBBS, post-graduation, and Ph.D courses are enrolled with the institute



TimesPro, the award-winning EdTech initiative of The Times Of India Group, was established in 2013 to cater to the diverse learning needs of Indians with aspirations of career growth.

Taking the rich legacy of trust, knowledge, and learning of The Times Of India Group forward, TimesPro strives to embody the values of Education 4.0 – learner-centric, industry-relevant, role-specific, and technology-enabled – in its executive education programmes.

Ranging across industries and domains, these programmes are curated and offered in collaboration with premier national and global educational institutions to fulfil the aspirations of millions of professionals by equipping them with the right knowledge and skills.





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Indian Institute of Management Nagpur



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