



भारतीय प्रबंध संस्थान कोषिककोड  
Indian Institute of Management Kozhikode  
*Globalizing Indian Thought*



# SENIOR MANAGEMENT PROGRAMME IN HEALTHCARE MANAGEMENT

12 Months | Live Online Sessions | In Campus Immersion  
IIMK Executive Alumni Status



# IIM Kozhikode Advantage

*From the Director's Desk...*

Businesses today have seen a complete transition than they used to run a decade ago. Recent industry reports suggest that close to 68% of business leaders in India have reported that having high agility reduced their costs by 25%. It is thus imperative for business leaders of today and the future to expand their knowledge across domains and proactively make decisions to be effective leaders. IIM Kozhikode programmes designed by world-class faculty with their cutting-edge thought leadership and industry-leading insights empower participants to manage and lead complex business challenges with confidence and data-driven, informed decision-making ability. Our growing global footprints acknowledged and accredited by leading institutions of the world are a testimony to growth we have achieved in our 25-year journey of academic excellence.

At this juncture, it is also pertinent to share that both future and past are integral to the path taken by an institution on this journey of excellence. Having a wide, far-seeing vision is not an indulgence but an activity that is necessary to give meaning to our present, to give this Institution a sense of purpose, direction and imagination. That is why we have chosen to think in terms of what IIM Kozhikode will be able to contribute to India and the world some three decades from now with 'Vision 2047: Globalizing Indian Thought'. The Institute has set for itself a pre-eminent role with the above motto. The sheer scale, scope and potential impact that India will have on 21st century business makes us believe that this is a legitimate aspiration.

As per a Govt. of India report, the Healthcare Sector in India is expected to reach a size of **\$50 billion** by 2025. With the emergence of new age services like tele-medicine, use of AI to detect diseases in their early ages, etc., the need for new age business leaders required to drive the healthcare sector by adopting modern medical marvels is now, more than ever.

When you sign up for IIM Kozhikode's Senior Management Programme in Healthcare Management, you are not only opening new avenues for your own career progression, but are taking the lead to drive the healthcare revolution of the 21st century.

Wishing you all the very best!



**Prof. Debashis Chatterjee,**  
Director IIM Kozhikode



# Overview

As the healthcare sector has come into global scrutiny post COVID and is rapidly growing, the industry has proved to have enormous potential. Navigating the complex healthcare ecosystem requires balancing financial responsibilities and resource requirements as well as mainstreaming a global perspective on healthcare delivery and services. Leaders must stay on top of trends, disruptions, market forces, and competitive strategies to manage healthcare systems, people, and organisations.

The IIM Kozhikode Senior Management programme in Healthcare Management is a strategically-designed programme for senior executives who wish to enhance their management and leadership skills to drive growth and transformation while developing a comprehensive understanding of contemporary healthcare management business practices.

Utilising IIM Kozhikode's interactive curriculum and case-based teaching method, this programme will offer you a deep dive into the dynamic healthcare ecosystem with a focus on strategic leadership to drive your organisation's culture of innovation. You will gain the vision and judgement to enhance your strategic decision-making capabilities to enrich the value-chain, enable transformation and smoothly lead change management.

## Starts On

March 29, 2023\*

## Duration

12 Months

## Format

Live Online Session +  
Campus Immersion

## Programme Fee

INR 3,00,000 + GST

*\*Begins with an introduction  
to the platform  
(technical orientation)*



**22%**

India's healthcare industry is growing at a CAGR of 22% and is expected to reach \$372 billion in 2022.

*(Economic Times, 2021)*



**2.7 million**

India's healthcare sector has the potential to generate 2.7 million additional jobs by 2022.

*(Economic Times, 2021)*



**3%**

The Government of India aims to increase healthcare spending to 3% of the Gross Domestic Product (GDP) by 2022.

*IBEF, 2021*

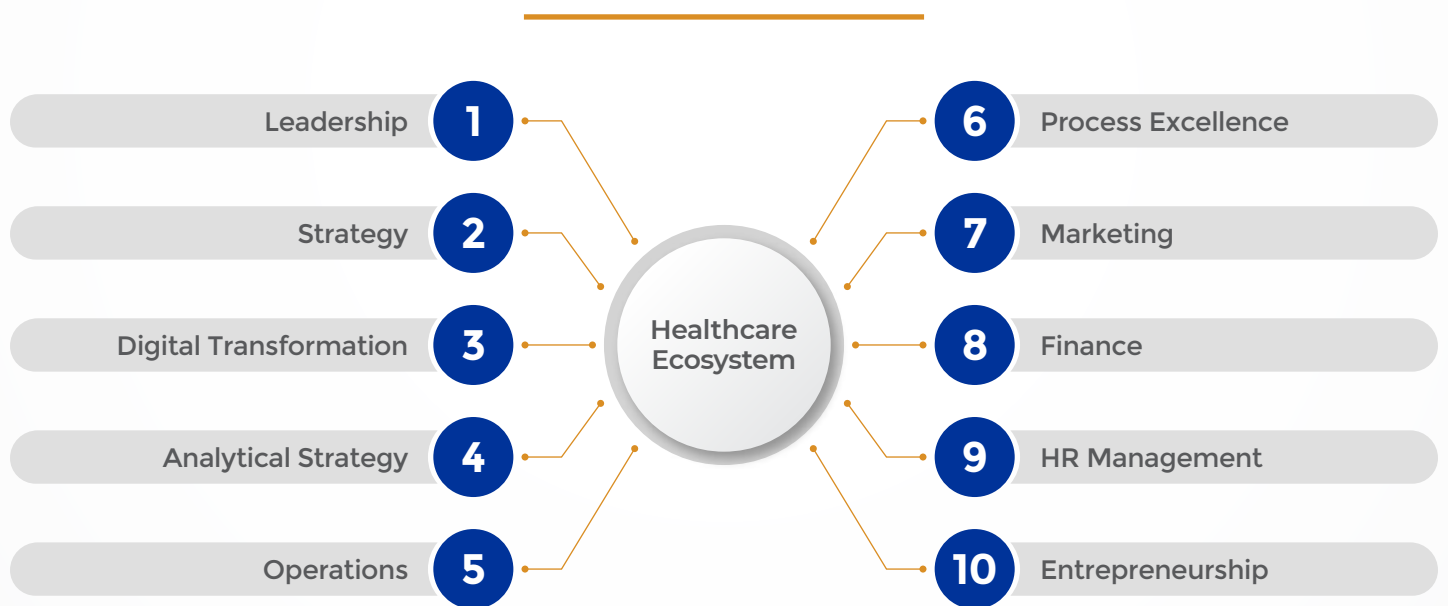
# Who is this programme for?

The programme will benefit Senior Executives, heads and leaders in healthcare sector and allied industries aspiring on enhancing critical thinking and analytical skillset to lead strategic growth and operational excellence in their organisations.

Practicing professionals, experts in their field looking to advance their knowledge in analytical strategies and management techniques to contribute to strategic business decisions will benefit from this programme.

Additionally, the senior consultants and healthcare entrepreneurs looking to create productive and disruptive business models and enhance the workflow by gaining market insights and dynamic perspective of healthcare landscapes will find this programme useful.

**Coordinating and effectively leading non-clinical activities within ever-changing healthcare networks and systems requires an understanding of rapidly advancing medical technology, evolving healthcare regulations, and strategic comprehension of financial and resource planning.**



# Enhance your Leadership Impact



Hours of  
LIVE Learning



Real World Case  
Studies and  
Assignments



Days of immersion at  
IIM Kozhikode Campus



## RECOGNITION

Certificate of Completion  
from India's leading  
B-Schools  
(NIRF, 2022)



## LEARN

From distinguished IIM  
Kozhikode faculty and  
renowned industry experts



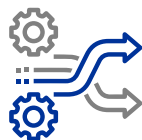
## ACQUIRE

Global perspective on the  
evolving healthcare  
industry



## APPLY

Knowledge with real-world  
business examples, industry  
case studies to become  
industry ready



## LEVERAGE

Technologies to drive  
business transformation  
while developing strategic  
mindset



## GROW

Professional network  
with lifelong IIMK  
Executive Alumni Status

*Note: Programme teaching and immersion hours might change due to unavoidable circumstances, and revised details will be provided closer to programme start date.*

# Programme Director's Message

This programme has been exclusively designed for those, who would like to deepen their leadership capabilities with the management essentials that help in exploiting the internal capabilities of the business functions of the healthcare organisation and broaden their horizons to make effective decision with an appreciation of the external healthcare business environment and dynamics. This programme would prepare the managers for future by helping them deep-dive on the role of technology, data and innovative practices apart from touching upon topics on legal aspects, medical devices and disruptive business models. The key differentiator of this programme is the capstone project, which would help the participants to get hands-on experience to identify a business challenge, analyse it and work out feasible solutions in a real-world context of the healthcare industry.

## Programme Directors



### **Prof. G. Anand**

*Professor*

*Quantitative Methods and Operations Management Area*

Professor G. Anand has over 18 years of experience. He teaches courses such as Operations Management, Quality Management, Service Operations Management, Lean Six Sigma, etc.

He was recently awarded the 'Outstanding Professor in Lean Six Sigma' by the Industrial Engineering and Operations Management (IEOM) Society, USA. Professor G. Anand's research interests include operational excellence through Lean Thinking, Six Sigma, Total Productive Maintenance, humanitarian supply chain, applications of Multi Criteria Decision Making (MCDM) models, among others. He guided a doctoral student for his PhD thesis on "Leanness assessment in healthcare industries". Prof Anand finished his PhD in Lean Manufacturing and ME from BITS Pilani, Rajasthan.

He has published more than 60 papers in high-impact peer-reviewed journals in diverse domains of Operations, Quality and Supply chain Management and has been involved in providing training to many national and multi-national companies

Before joining IIM Kozhikode, Prof Anand worked as an Industrial Engineer with TVS Electronics Limited where he played a crucial role in establishing the production line for a new product - an integrated point-of-sale terminal.



## **Prof. Shovan Chowdhury**

*Professor*

*Quantitative Methods and Operations Management Area*

Professor Shovan Chowdhury has over twenty years of experience in teaching, research and consulting. He received his PhD and MSc in Statistics from the University of Calcutta. Prof Shovan, recipient of Emerald Literati Awards 2019, has published several research articles in leading international peer-reviewed journals, including Statistics and Probability Letters, Operations Research Letters, International Journal of Production Research, International Statistical Review, and Quality and Reliability Engineering International. His research interests include Reliability and Survival Analysis, Quality Management and Control, Statistical Methods, and Applications of Data Analytics in healthcare and other fields.

Professor Chowdhury is the co-author of the books titled 'Applied Statistics in Business and Economics' and 'Forecasting and Predictive Analytics' by a leading international publisher. He is a life member of International Indian Statistical Association and member of American Statistical Association and INFORMS. He has worked as consultant with software firms, and healthcare organisations. He has been involved in providing training in a number of open management development programs offered by IIMK.

*Note: Programme Directors might change due to unavoidable circumstances, and revised details will be provided closer to programme start date.*



# Learning Outcomes



**GAIN** Functional and Strategic Perspective for effective healthcare management



**UNDERSTAND** contemporary business practices to enhance problem-solving & critical-thinking abilities



**CREATE** effective strategies and tap digitalization to drive business transformation



**ACQUIRE** healthcare management decision making capabilities in the age of disruption



**ENHANCE** value-based leadership and strategic abilities to embrace opportunities



**DEVELOP** negotiations and crisis management skills to navigate complexities of VUCA-D world



# Programme Modules

## MODULE 1: MANAGEMENT ESSENTIALS

- Marketing of Services
- Strategic Financial Management
- Operations, Supply Chain and Inventory
- Leveraging & Managing Human Capital
- Quality Management & Process Excellence

## MODULE 2: HEALTHCARE BUSINESS ENVIRONMENT & DYNAMICS

- Healthcare Industry, Public Policies and PPP model in India
- International Healthcare Dynamics and Systems
- Outlook of the post COVID-19 Era and Leveraging Disruptions
- Business Model Innovation & Entrepreneurship
- Pharmaceuticals Sector & Medical Devices Industry
- Regulatory Issues & Legal Aspects

## MODULE 3: TECHNOLOGY, DATA & INNOVATION

- AI in Healthcare
- Digitization and Telemedicine
- Predictive Analytics in healthcare
- Data-Driven Decision Making (Analytical approach using R, Excel)

## MODULE 4: LEADERSHIP FOR EFFECTIVE MANAGEMENT

- Strategic Management and Strategic Thinking
- Value-based leadership & Change Management
- Crisis Management & Communication; Negotiations

*Note: Modules/ topics are indicative only, and the suggested time and sequence may be dropped/ modified/ adapted to fit the total programme hours.*

# Capstone Project

Capstone project is a group task and to be presented before the program directors at the end of the program. . A fundamental part of the learning journey, the capstone project would involve identifying a business case from the healthcare industry and analyse it qualitatively and/ or quantitatively. This hands-on experience will help participants learn how to identify a business challenge, analyse it, and work out feasible solutions in a real-world context of the healthcare industry. Towards the end of the programme, the groups have to present their project before the programme directors.

## Tentative Real-world Case Studies\*



**Klassen, R., Leitch, K. and Hora, M. (2008), "Paediatric Orthopaedic Clinic at the Children's Hospital of Western Ontario", Harvard Business Publishing**

**Effective measurement of performance against the mission of a clinic to improve access to patient care and patient safety.**

**LEARN** the principles of process excellence in healthcare and how to make decisions basis performance metrics.



**Bohmer, R. (2010), "Virginia Mason Medical Center (Abridged)", Harvard Business Publishing**

**Explore the aspects of leading change management and executing growth and development strategies for effective cross-functional management and becoming an industry leader with respect to healthcare quality.**

**MASTER** management and leadership skills and lead healthcare quality and excellence.



**Landel, R.D., San, D.C. and Altschuler, D. (2002), "Six Sigma at Academic Medical Hospital (A)", Darden Business Publishing**

**Understand Six Sigma methodology, to critique the effectiveness of the application of the phases and tools.**

**ACHIEVE** operational excellence while dealing with the statistical significance issues and the implementation concerns.

*Note: Given above is a tentative list of real-world case studies. These are subject to change due to unavoidable circumstances, and revised details will be provided closer to programme start date.*

# Tentative Real-world Case Studies\*

Loveman, G.W. and O'Connell, J. (1995), "Apollo Hospitals of India (A)", Harvard Business Publishing



Critique on establishing India's first health maintenance organisation.

**BUILD** capabilities around strategy formulation, establishing effective systems for customer focus, employee relationship management and franchise ownership management.

Kasturi Rangan, V. (1993), "Aravind Eye Hospital, Madurai, India: In Service for Sight", Harvard Business Publishing



Develop an understanding of service management, health care operations, and social marketing in developing countries and developing economies.

**EXPLORE** expansion strategy and public welfare.

*Note: Given above is a tentative list of real-world case studies. These are subject to change due to unavoidable circumstances, and revised details will be provided closer to programme start date.*



# Certificate

Participants will be awarded a completion certificate from IIM Kozhikode on successfully completing all evaluation components and maintaining a minimum attendance of 75%. Participants who are unable to clear all evaluation components, but have a minimum attendance of 75% shall be awarded a participation certificate. Those who fail to clear the evaluation components and do not maintain the minimum attendance requirements, no certificate would be awarded, even if full fees have been paid by the participant.



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

## Eligibility

Graduates (10+2+3) or Diploma Holders (only 10+2+3) from a recognised university in any discipline with a minimum of 8 years of work experience (after graduation) as on June 30, 2022. Selection through SOP (by Professors); SOP submission shall be compulsory.

## Evaluation

There will be periodic evaluations built-in throughout the programme at regular intervals. These may be in the form of a quiz, assignment, project, case studies or other objective/subjective assessments. A minimum of 75% attendance is a prerequisite for the successful completion of this programme. The participants will have to secure the minimum pass marks in the respective evaluation components.

# Programme Details

**Programme Fee** INR 3,00,000 + GST

**Academic Orientation** April 15, 2023

## Instalment Schedule

Particulars	Remarks	Amount
Booking Amount	Within 7 days post selection	INR 30,000 + GST
Instalment 1	April 01,2023	INR 45,000 + GST
Instalment 2	July 01,2023	INR 1,35,000 + GST
Instalment 3	Oct 01,2023	INR 60,000 + GST
Instalment 4	Jan 01,2024	INR 30,000 + GST

## Round-wise Application Dates

Particulars	Application Fee	Dates
Round 1	INR 1,500 + GST	Feb 07, 2023
Round 2	INR 2,000 + GST	Feb 28, 2023

*Note: Limited Seats per batch. Admissions are on a first-come, first-serve basis. There might not be subsequent rounds if seats are filled in the initial rounds.*

# Programme Schedule

Platform Classes on Weekends + Course-end Campus Immersion at IIMK  
(subject to protocols permitting it)

### Live Online Sessions

3 Hours/ week  
Saturday, 09:00 AM to 12:00 PM

### Attendance

Minimum 75%

### Programme Application Link

- Click [here](#) to apply to the programme.
- Finance options available. [Click here](#) to learn more.
- For more information, please email at [iimk.execed@emeritus.org](mailto:iimk.execed@emeritus.org)

*Note:*

- The actual programme schedule will be announced closer to the programme start.
- Some sessions with faculty and/or industry experts could be rescheduled at a different time, in case of exceptional circumstances

# Application Process

Complete the application and include a brief statement of purpose (Compulsory). The latter informs our admissions counsellors why you're interested and qualified for the Programme.

## 1. Submit your application



## 2. Pay Application Fees

Pay the application fees as per your applicable round.



## 3. Application Review

directors will review your application and statement of purpose **(200 words maximum)** to determine whether you get shortlisted and qualify for acceptance.



## 4. Admission

An offer of admission will be made to qualified candidates in a few days. You must accept this offer by paying the booking amount within a week from the date of receiving the offer letter.



# Application Requirements

Applying to the programme? We suggest you keep the following 3 documents ready.

## 1. Your Photo ID Proof:

You can submit a scanned copy of ANY ONE of PAN Card or the first two pages of your Passport.

## 2. Your Graduation/Degree:

You can submit a scanned copy of ANY ONE of: Degree certificate, provisional Degree certificate, marks transcript or score transcript.

## 3. Your Work Experience Certificate:

- You can submit scanned copy(ies) of document(s) which demonstrate that you have the minimum work experience required by the programme.
- You can confirm the minimum work experience requirement of a programme under the heading '**Eligibility**' in the brochure or the programme website.
- Examples of documents you can submit are joining letter, relieving letter, Bonafide work experience letter from your HR, salary slips etc.
  - These documents must be issued by your company.
  - Please ensure that the document(s) you submit contain a **date of joining** and a **date of leaving** or a **statement** about the **number of years** you have worked at the company.

# System Requirements

This programme includes live online classes. To attend a live online class you will need to have a PC/Laptop/Mac with



**Speakers and microphone: built-in or a USB plug-in or wireless Bluetooth**



**Webcam: built-in or USB plug-in**



**Processor: with Dual Core 2Ghz or higher (i3/ i5/ i7 or AMD equivalent)**



**RAM: 4 GB or higher**



**OS: Either MacOS 10.7 or higher OR Windows 8 or higher**



**An internet connection: Minimum bandwidth of 3.0 Mbps (up/ down)**



**Browser: IE 11+, Edge 12+, Firefox 27+, Chrome 30+**



**Zoom software client installed on your PC/ Laptop/ Mac**

We use the Zoom software application to conduct live online classes. Zoom works on a variety of PCs/ Laptops/ Mac systems and also on phones and tablets.

You can join your live online class from a phone or tablet if it supports the Zoom client.

We recommend that you attend classes from a PCs/ Laptops/ Mac.

# About IIM Kozhikode



Started in 1997 with its Postgraduate Programme (PGP), the Indian Institute of Management Kozhikode (IIMK) is on a high growth trajectory today, offering widest range of academic programs in the field of management education. These include Doctoral Programme in Management, Executive PG Programmes, Management Development Programmes and Faculty Development Programs. IIMK set up a Satellite campus at Infopark, Kochi, in 2013 dedicated to Executive Education. IIMK has also the unique distinction of launching a PhD (Practice Track) programme for working professionals besides bringing in new dynamic courses in Women Leadership, one-year Post Graduate programme in Business Leadership (2019) MBA in Finance and MBA in Liberal Studies & Management (2020). The institute is also home to IIMK LIVE a first-of-its-kind startup incubation programme and the Indian Business Museum. IIMK is ranked 5th as per latest NIRF India Rankings 2022: Management. The institute also made its global debut for its flagship MBA (101+ globally, 7+ in Asia) and EMBA programme (101+ globally, 15+ in Asia) in the 2020/21 QS World University Rankings. It is also Ranked No.2 in CFIs (non-Technical) category in the Atal Innovation Rankings (ARIIA 2021) rankings released recently by Ministry of Education, Govt. of India. IIM Kozhikode is globally accredited by EQUIS (EFMD) and AMBA (UK).

IIM Kozhikode aims to create a unique and futuristic space of global reckoning so as to nurture the finest management thinkers in the pursuit of developing innovative, socially responsible and environmentally friendly practitioners, leaders and educators. Strategically moving towards a better future, the Institute strives to provide holistic learning, giving equal weightage to academic solidarity and practical application. IIM Kozhikode integrates concepts with applications and values, thus transforming individuals into dependable, capable, caring and fair-minded personalities who will contribute towards the development of communities.

**#2**

**Atal Innovation  
Rankings (ARIIA)  
2021**

**#3**

**India's Best B-School  
The Week - Hansa Research Survey  
2022**

**#5**

**NIRF India Rankings  
2022: Management**

## About Emeritus

IIM Kozhikode is collaborating with online education provider Emeritus to offer a portfolio of high-impact online programmes. Working with Emeritus gives IIM Kozhikode the advantage of broadening its access beyond their on-campus offerings in a collaborative and engaging format that stays true to the quality of IIM Kozhikode. Emeritus' approach to learning is built on a cohort-based design to maximise peer-to-peer sharing and includes video lectures with world-class faculty and hands-on project-based learning. More than 250,000 students from over 160 countries have benefitted professionally from Emeritus' courses.



Apply for the programme here

**APPLY NOW**

For registration and any other information please get in touch with at [iimk.execed@emeritus.org](mailto:iimk.execed@emeritus.org)

[WhatsApp an advisor on +91 74120 81081\\*](https://www.whatsapp.com/message/917412081081)

*\*Note: This number does not accept any calls. Please message your queries.*

In collaboration with



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