



# **+ ADVANCED MANAGEMENT PROGRAMME FOR HEALTHCARE 2018-19**



“Right now, healthcare is in its most challenging phase. Whilst it has become one of our biggest sectors – both in terms of revenue and employment, it faces critical challenges in its ability to deliver efficient and affordable care. We must find ways to manage our resources more efficiently and effectively, transform healthcare delivery, embrace technology, strategise, and support innovation and entrepreneurship. This dilemma of opportunity and challenge demands specialised management capacity – healthcare leaders with concrete managerial competencies.”

### **Rajendra Srivastava**

*Dean and Novartis Professor of Marketing Strategy and Innovation, Indian School of Business*

## **Need for Management Programme for Healthcare**

India is seeing unprecedented growth in the healthcare sector, which is rearranging itself to meet the needs of the market. Newer delivery models are emerging, entrepreneurship is booming, and FDI and VC investments are flowing. But one of the biggest changes in the sector is the professionalisation of healthcare delivery as a holistic discipline. While clinicians continue

to be responsible for clinical outcomes, making decisions also requires senior clinicians and administrators. Hence, there is a greater need for clinicians to know and understand business, and for administrators to understand patient and provider perspectives.

New-age clinicians and administrators in decision-making roles are required to have a strategic mindset, the ability to manage finance, design efficient processes, along with a deep understanding of organisational behaviour, change management and so on. To bridge the gap between the clinical and business worlds, there is a dire need for a structured programme of learning. The Advanced Management Programme for Healthcare (AMPH) is designed precisely to cater to that.\*

### **Key Learning Takeaways**

- Develop business acumen within the healthcare framework of high clinical quality, cost and access
- Define and manage an effective healthcare delivery system
- Understand the fundamental concepts of finance and how business decisions impact value creation in a healthcare organisation
- Manage change management processes to achieve the shared goal amongst clinicians and administrators, with conflicting goals of profitability, high quality, safety and patient satisfaction
- Create and manage a patient-centric organisation

- Develop strategic thinking to enable an organisation to register and sustain superior performance
- Provide framework and fundamentals in healthcare entrepreneurship

### **Programme Format**

The AMPH is a rigorous and challenging programme. It is designed as a 12-month, modular residential programme, delivered in a blended learning format that minimises disruption at work.

### **Classroom Learning**

Classroom learning will be delivered through four residencies of nine days each, once every quarter. Each residency will include full days of classes, and evenings will be used for co-curricular engagements. Participants will be required to stay on campus during these residencies.

### **Online Learning**

An online interactive technology platform will be used to keep participants engaged in learning between residencies when they are off campus. This platform will be used predominantly for tutorials, and occasionally for course content.

### **Self-study**

Participants are expected to spend eight to ten hours per week studying pre-reading material before classes commence each term. The pre-course reading materials, which will be in the form of text books, cases, articles etc., will be made available to all participants in advance through a Learning Management System.

**\$ 280** BILLION  
IS THE EXPECTED MARKET SIZE BY 2020

**3** MILLION BEDS  
ADDITIONAL 3 MILLION BEDS NEEDED FOR INDIA TO ACHIEVE THE TARGET OF 3 BEDS PER 1,000 PEOPLE BY 2025

**\$ 200** BILLION  
IS EXPECTED TO BE SPENT ON MEDICAL INFRASTRUCTURE BY 2024

**\$ 5.67** BILLION  
CUMULATIVE FDI INFLOWS FROM APRIL 2000 TO DECEMBER 2016 TO HOSPITALS AND DIAGNOSTIC CENTRES

\*Note: The AMPH was earlier known as the Healthcare Management Programme (HMP)



“Increasingly, healthcare is moving out of the realm of just medical professionals. This is natural, given the changing market landscape, empowered patient community, and advent of new technology. This of course gives rise to new opportunities, but to convert to a sustainable healthcare businesses, one requires management skills with an understanding of patient behaviour. The AMPH is designed to provide this unique learning experience of imparting management education in the context of healthcare, through expert faculty augmented by a rich peer group.”

**Prof. Sarang Deo**

*Executive Director, Max Institute of Healthcare Management  
and Associate Professor of Operations Management, Indian School of Business*

**Pedagogy**

This programme will adopt adult learning pedagogies and emphasise on action and application rather than lecturing and theory. The pedagogy will involve the integration of faculty lectures with case study discussions, simulations and group activities.

**Faculty**

The AMPH will be taught by globally renowned faculty from ISB and other premier schools. The faculty body comes with an extensive experience of having worked with healthcare organisations in research. They will bring in this unique insight in addition to their functional expertise. Faculty who have taught the AMPH are:

- **Abhijeet Vadera**, Assistant Professor, Lee Kong Chian School of Business, Singapore Management University
- **Adam C. Powell**, President, Payer+Provider Syndicate
- **Amit Nandakeolyar**, Assistant Professor, Organisational Behaviour, Indian School of Business
- **D. V. R. Seshadri**, Clinical Professor, Marketing, Indian School of Business
- **Nagaraj V.**, Professor of Law, National Law School of India University
- **Ramabhadran S. Thirumalai**, Associate Dean, Advanced Management Programmes, and Clinical Assistant Professor of Finance, Indian School of Business
- **Ramnarayan S.**, Clinical Professor, Organisational Behaviour, Indian School of Business

- **Rishtee K. Batra**, Assistant Professor of Marketing, Erivan K. Haub School of Business, St. Joseph’s University
- **Sarang Deo**, Assistant Professor, Operations Management and Executive Director, Max Institute of Healthcare Management, Indian School of Business
- **Sisir Debnath**, Assistant Professor, Economics and Public Policy, Indian School of Business
- **Venkatraman A.**, Associate Professor, FMS, Delhi University

**Guest Speaker Series**

A guest speaker series runs through the programme. The focus of the series is to facilitate interaction between participants and some of the senior most leaders from the sector. Select industry speakers for the AMPH are:

- **Ajaikumar B. S., Dr.**, Chairman and CEO, HCG Oncology

- **Analjit Singh**, Founder Chairman Emeritus, Max Healthcare
- **Chawla Y. K., Dr.**, Director, Postgraduate Institute of Medical Education and Research, Chandigarh
- **Daljit Singh**, President, Fortis Healthcare Ltd.
- **Habil Khorakiwala, Dr.**, Chairperson, Wockhardt Ltd.

**Peer Learning**

The AMPH is a vibrant and motivated class of next-generation leaders from the Healthcare industry. The past two classes have typically been a cohort of 50 participants mainly from the private sector representing Healthcare Delivery, Diagnostics, Insurance, Medical Devices, Pharma, and Clinical Research sub-sectors. The diverse class comes from large corporate hospitals, as well as mid to small range stand-alone hospitals from major metros and Tier-II cities.

**Class Profile**

	Class of 2017	Class of 2018
Average Age	39 years	37 years
Average Work Experience	12.6 years	11 years
<b>Qualification</b>		
• Clinicians	80%	78%
• Non-Clinicians	20%	22%
<b>Qualification at Admission</b>		
• Undergraduate	36%	29%
• Post Graduate	64%	71%
<b>Gender</b>		
• Men	62%	73%
• Women	38%	27%



## Curriculum

Participants of the AMPH will take taught courses of 15 credits and an Action Learning Project of 1 credit. The courses are designed to offer a comprehensive learning of management principles in a healthcare delivery setting. An indicative list of courses is as follows.

### Fundamentals

- Financial Management of the Healthcare Organisation
- Healthcare IT
- Legal Aspects of Healthcare Management
- Managerial Health Economics
- Marketing Management in Healthcare Organisations
- People Management in Healthcare Organisations
- Process Excellence in Healthcare Organisations
- Responsible Leadership

### Advanced

- Business Negotiations
- Designing a Patient-centric Organisation
- Designing and Managing Effective Healthcare Delivery Systems
- Healthcare Entrepreneurship
- Strategic Thinking in Healthcare Organisations

### Action Learning Project

Action Learning Project (ALP) is an important pedagogical tool that is

designed to give participants a chance to deploy their classroom learning in solving an ongoing business challenge. It is a group exercise guided by a faculty mentor. Participants typically choose a live project from the organisation where they are currently employed.

## Programme Schedule

The programme is scheduled to commence on April 15, 2018. The four residencies will be run across both campuses. The residency dates are as follows.

Term	Date	Location
Briefing	April 15, 2018 (10.00 am to 12.00 pm)	Online
Orientation	May 04, 2018**	Mohali Campus
Residency 1	May 03-11, 2018	Mohali Campus
Residency 2	Aug 03-12, 2018	Hyderabad Campus
Residency 3	Dec 07-16, 2018	Hyderabad Campus
Residency 4	Mar 08-17, 2019	Mohali Campus

\*\*Part of residency 1

Note: While every effort will be made not to change the dates of the residencies, ISB reserves the right to modify the schedule in case of extraneous reasons.



## Who Can Attend?

Ideally, the programme is best suited for doctors or professionals with the following work experience.

### Entrepreneurs and CXOs

- A first or second-generation Entrepreneur, Doctor-Owner, or CXO of a hospital, clinic or medical diagnostics business, looking to bring in professional management to the running of operations and/or looking to expand operations

### Doctors

- HODs, senior Doctors and Consultants who would like to acquire business acumen and participate in strategic business decisions of their associated healthcare organisations
- Doctors who want to start their own healthcare business in the near future

### Professionals from Healthcare Delivery Organisations

Someone aspiring to become a facility head or head of a function in a hospital, clinic or medical diagnostics business. Typically, you are someone who has worked in a function like Sales and Marketing, Procurement, Operations, Administration, Customer Care, Quality, Finance or Human Resources, and is looking to attain a broader, business-oriented role in the near term

### Professionals from Allied Sector Organisations

A mid-career professional from the Pharmaceutical, Medical Devices,



Medical Diagnostics, Clinical Research or Medical Insurance industry, who has worked with doctors and/or healthcare organisations, and would like to make a career shift to the Healthcare Services Delivery industry

### Target Sectors within the Healthcare Industry

- Hospitals
- Hospital Chains
- Clinic Chains
- Medical Diagnostics Centres
- Medical Insurance
- Medical Devices
- Pharmaceuticals
- Medical Trials
- Healthcare Consultants
- Healthcare Entrepreneurs

### Programme Benefits

#### To Participants

- Cutting-edge thought leadership
- Relevant case studies from the Healthcare industry and allied industries

- Built-in project work as part of the curriculum
- Peer learning from experienced fellow participants
- World-class learning environment
- Exposure to research projects underway at ISB

#### To Sponsor Companies


- Classroom learning comes back as part of special projects
- Great way to reward and retain high-performing employees
- Good brand building among current and prospective employees

### Exit Process/Withdrawal

As mentioned in the Student Handbook.

### Programme Completion

In order to be awarded a graduate certificate, a graduate student must have a grade point average as prescribed in the Student Handbook. You may contact the programme office for further details on the above.



“It’s been a great value-add to my professional life – with new perspectives, structure and objectivity to healthcare operations. Backed by renowned faculty, the AMPH (HMP) addresses almost everything in healthcare, from running a large facility, to setting up a new healthcare venture. It’s also a great platform to meet, interact with, and learn from outstanding colleagues in the business world.”

**Dr. Pankaj Dougall**

*AMPH (HMP) Founding Class*

*Senior Director – Nuclear Medicine Services & PET-CT, Max Healthcare  
Medical Advisor, Max Super Speciality Hospital, New Delhi*

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“A year ago, I would never have imagined my life to be the way it is now. The AMPH (HMP) is a great opportunity for healthcare professionals today to merge clinical and managerial thinking. It isn’t about a short-term goal, but a long-term mindset change for clinicians.”

**Dr. Ravi Suman Reddy**

*AMPH (HMP) Founding Class,*

*Chief Neuro-Radiosurgery & Chief Strategic Business Development,  
Continental Hospitals, Hyderabad*

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“The AMPH (HMP) is one of ISB’s best programmes, tailor-made to suit the needs of the healthcare industry. It aims to abridge the shortage of capable leaders in this sector, worldwide. This course is well curated and delivered by veteran professors with global exposure.”

**Vikram Thaploo**

*AMPH (HMP) Co. 2018*

*Chief Executive Officer – TeleHealth, Apollo Hospitals Group*

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“Prior to joining this course, I looked at healthcare from just a Brand, Marketing and Communications perspective. The AMPH (HMP) has helped me gain a far more holistic appreciation of healthcare. The course touches upon micro and macro aspects of healthcare, in just the right blend.”

**Jasrita Dhir**

*AMPH (HMP) Co. 2018*

*Head – Brand & Marketing, Fortis Healthcare*

## Admissions

### Prerequisites

- An Undergraduate Degree in any discipline, or a Diploma in Medicine, Alternative Medicine, Pharmacy or Nursing, with at least one year of work experience in the Healthcare industry
- An overall experience of six to eight years is desirable, however, Entrepreneurs and Management Consultants with slightly less experience will also be considered

### Selection Criteria

Applicants will be selected based on their ability to cope with the rigor of the programme, leadership potential, their commitment to the Healthcare industry and management component in their current role.

### Application Pack

As part of the application pack, you will need to submit:

1. Two essay questions to explain your commitment to the Healthcare sector
2. Qualitative accounts of your behaviour, impact and personal qualities, which are essential for our evaluation of your leadership potential. Therefore, we request you to provide two reference letters with specific examples that illustrate your ability and desire to make a difference in the Healthcare profession:
  - One reference from your current direct Supervisor (or the next best alternative) at work
  - Your choice of either one additional Supervisor reference or one peer reference

3. A Letter of Consent from your current employer granting you permission to pursue the programme. The letter will also need to state the nature and extent of sponsorship (financial and paid time-off). This letter may be submitted either along with the application, or with the acceptance of admission offer

### Selection process

Based on the application pack, eligible candidates will be shortlisted for a personal interview on a rolling basis. All interviews will happen over audio conference.

### Programme Fee

The programme fee is INR 12,00,000, plus 18% GST

The fee covers:

- Admission
- Tuition
- Course material
- Boarding and lodging during on-campus residencies

Admitted students are required to pay a non-refundable admission fee in order to secure a seat in the class.

The Lifetime AMP (Advanced Management Programme) alumni fee is INR 15,000 (inclusive of applicable GST, with a refundable deposit of INR 5000.

The fee does not cover:

- Travel costs to and from the campus to attend classes
- Participants will have to carry a laptop of standard configuration for course-related work

	Last date for submitting application	Interviews	Admission offers
Round 1	Nov 15, 2017	Nov 20-24, 2017	Dec 08, 2017
Round 2	Jan 30, 2018	Feb 05-09, 2018	Feb 23, 2018
Round 3	Feb 15, 2018	Feb 20-21, 2018	Feb 25, 2018

### Financing Options

The programme has a tie-up with CREDILA (a subsidiary of HDFC Limited) and AVANSE (a subsidiary of DHFL Limited) for education loans without collateral.

### Admission Notification

Selected candidates will be notified of the admission offer by the programme office. They will be given

a time of seven days to make a non-refundable payment of INR 1,20,000 (plus GST) towards the admission fee, to confirm their participation in the programme.

Contact us:

Website: [www.isb.edu/AMPH](http://www.isb.edu/AMPH)

E-mail: [AMPH@isb.edu](mailto:AMPH@isb.edu)



## Employee Sponsorship Scheme

Through the Employee Sponsorship Scheme, organisations can sponsor, full or part, high-performing employees they wish to reward, retain and groom into senior management positions. In order to maintain the high quality of the participant profile, ISB requires all sponsored candidates to go through the admission process and meet the admission requirements of the programme.

### Benefit to Employers

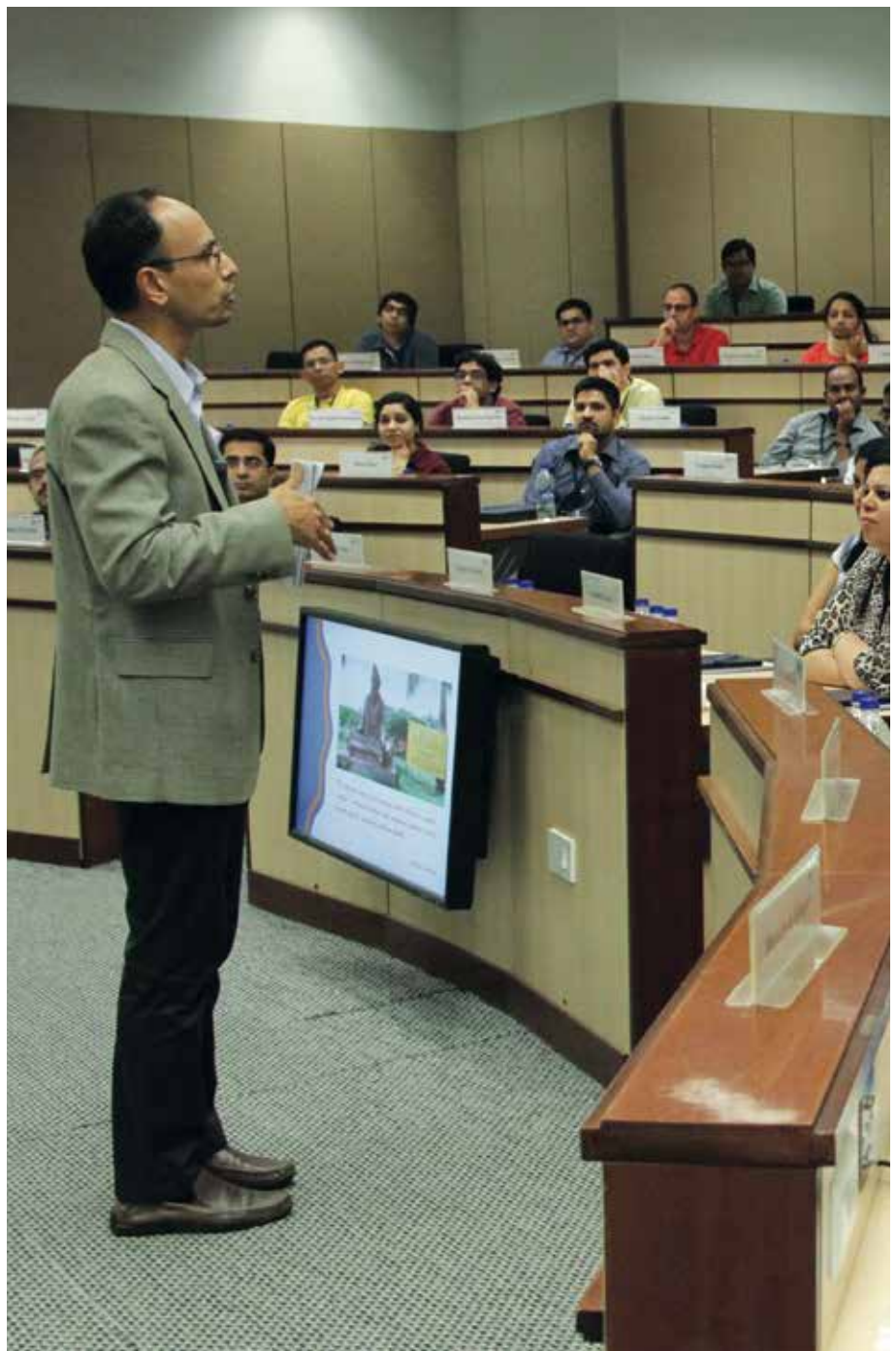
- Retaining and motivating high-performing employees – reducing the costs of hiring, training and lost productivity during the learning phase for new employees
- Upgrading the skills of high-performing employees to enable greater performance in senior positions

### Benefit to Sponsored Employee

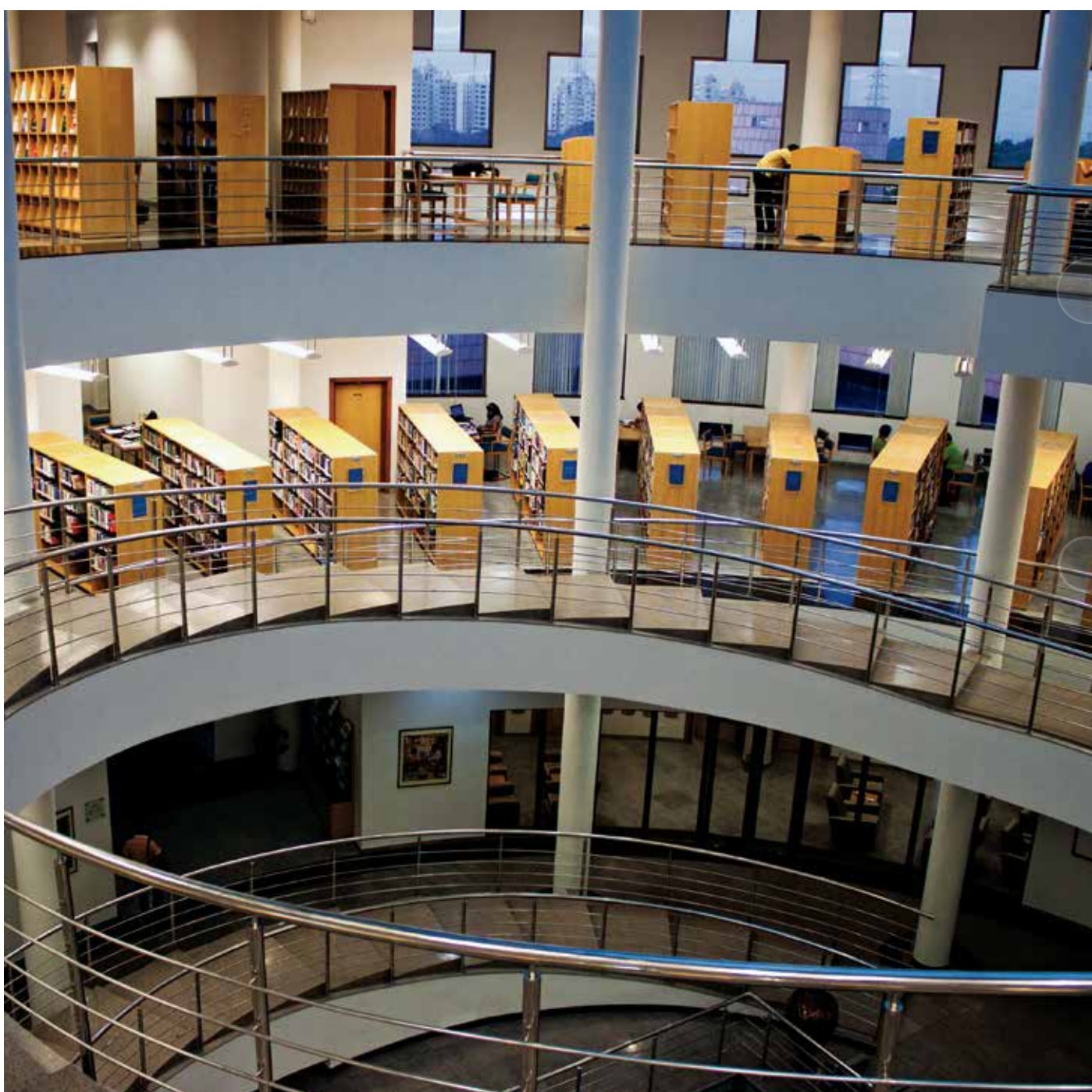
- Rewards for good performance
- Recognition of future potential within the organisation

### AMP Alumni Privileges

After graduating from the programme, the participants will be welcomed to the ISB AMP alumni network. Your alumni benefits include a membership to the Healthcare Special Interest Group, a lifelong e-mail account, discounts on Executive Education, access to library resources, and invitations to attend a variety of lifelong learning and networking events. You may also be invited to feature in or contribute to ISB publications.









ISB, Hyderabad Campus

## About the Indian School of Business

The Indian School of Business (ISB) is a global Business school offering world-class management education across its two campuses – Hyderabad and Mohali. The School has grown at a rapid pace over the sixteen years since its inception and already has several notable accomplishments to its credit. It is the youngest school ever to consistently rank among the top Global MBA programmes, one among the select 100 global B-schools to have AACSB and EQUIS accreditation, one of the largest providers of Executive Education in Asia, and the most research productive Indian management institution. A vibrant pool of research-oriented resident faculty, strong backing by its associate schools – Kellogg School of Management, Wharton School, London Business School, MIT Sloan School of Management and Fletcher School, and the backing of an influential Board, has helped ISB fast emerge as a premier global Business school in the region.

The ISB brand is now represented by a network of 8500+ accomplished Post Graduate Programme (PGP) and Advanced Management Programme (AMP) suite alumni, and more than 35,000 from the Executive Education Programmes, working in leading companies, government and non-profits, spread across 40-plus countries, and over 400 alumni running their own ventures.

## Programmes at ISB

In addition to its flagship Post Graduate Programme in Management (PGP), the School has also introduced several new programmes over the years in its PGP suite of programmes: PGPMAX, a global Executive MBA-equivalent programme for senior industry executives; PGPpro, a part-time Executive MBA-equivalent programme for working executives; and PGPMFAB, a programme for the scions of family businesses. The Fellow Programme in Management is a PhD-equivalent programme that grooms young researchers for management academia. The well-accepted Advanced Management Programme suite of programmes for mid-career

professionals in Public Policy, Manufacturing and Operations, Infrastructure, Healthcare, and the Certificate Programme in Business Analytics, is designed to build leaders within specific industries and sectors.

## Research Centres and Institutes at the ISB

ISB's Research Centres and Institutes (RCIs) has been working in niche industries and management areas, fostering rigorous and relevant research that impacts practice and policy. The RCIs create value through the integrated elements of research, education and outreach.

- Bharti Institute of Public Policy
- Centre for Analytical Finance
- Centre for Innovation and Entrepreneurship
- Centre for Learning and Management Practice
- Max Institute of Healthcare Management
- Munjal Institute for Global Manufacturing
- Punj Lloyd Institute of Infrastructure Management
- Srini Raju Centre for IT and the Networked Economy
- Thomas Schmidheiny Centre for Family Enterprise

**For more details, visit [www.isb.edu](http://www.isb.edu)**

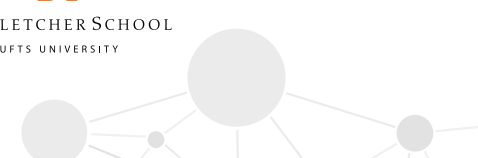
### Accreditation



### Founding Associate Schools



### Associate Schools





ISB, Mohali Campus

### **The Max Institute of Healthcare Management**

The Max Institute of Healthcare Management aims to be a transformative force in the Indian Healthcare sector, creating value within India and beyond, through the three integrated elements of research, education and outreach. Thematically, the institute works in the areas of Management of Healthcare Delivery Systems, Financing of Healthcare and Healthcare Policy, Innovation and Entrepreneurship, and Patient Centricity. The institute aims to be the leading voice, supporting and providing value to public and private sectors, and technology start-ups creating a positive impact in the rapidly-growing Indian Healthcare sector.

The institute works closely with faculty research, impact-oriented operational & applied research, project-based analytical work, and thought leadership activities. Faculty interests include the study of the impact of operational decisions on population-level health outcomes including incentives, diagnosis of disease at point of care and delivery of primary care in resource-limited settings, application of behavioural economics in health insurance, global pharmaceutical economics, leadership and change management in healthcare delivery institutions, innovation and scalability of social ventures in healthcare, healthcare delivery models using technology, and mHealth interventions.

The institute offers healthcare specialisation courses within the one-year Post Graduate programme, to prepare them to become exceptional contributors to the Healthcare industry. The institute runs the Healthcare Management Programme, a mid-career modular programme for clinicians and administrators who want to understand the management of healthcare delivery institutions. The institute also works with the School's Centre for Executive Education in developing tailored intensive Executive Education programmes in Healthcare.

The Max Institute provides thought leadership in Indian Healthcare. It works closely with the Government (Central and State), Corporates (private sector) and Foundations (USAID and BMGF), through joint research projects, pedagogical tools to document innovations, challenges faced and lessons learned, and offers Executive Education programmes to develop talent.

[www.isb.edu/mihm](http://www.isb.edu/mihm)

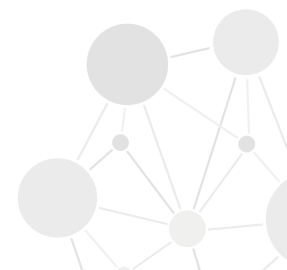
### **Centre for Executive Education**

The Centre for Executive Education at ISB focuses on the on-going educational needs of corporate executives, entrepreneurs and government officials, through a portfolio of short-term Open Enrolment Programmes and Custom-designed Programmes. It also has a range of part-time long-term Certification Programmes that are delivered in the blended learning format, using a combination of classroom sessions and online learning.

The centre's programmes are typically designed for Senior Executives and middle Managers with a high potential for leadership, and cover a whole range of topics pertaining to Business and Management. To cater to the diverse needs of the audience, the Centre draws on a large pool of Visiting Faculty from leading business schools across the world – faculty who are experts in Executive Education, and have extensive research and consulting experience with leading global organisations.

Over the last 15 years, the centre has conducted almost 1000 programmes, reaching out to nearly 30,000 participants across a range of industries, making it the largest provider of Executive Education in India.

[www.isb.edu/cee](http://www.isb.edu/cee)



## Advanced Management Programmes at ISB

- Management Programme in Public Policy – [www.isb.edu/mppp](http://www.isb.edu/mppp)
  - Advanced Management Programme for Manufacturing and Operations – [www.isb.edu/ampmo](http://www.isb.edu/ampmo)
  - Advanced Management Programme for Infrastructure – [www.isb.edu/ampi](http://www.isb.edu/ampi)
  - Advanced Management Programme for Healthcare – [www.isb.edu/amph](http://www.isb.edu/amph)
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### Indian School of Business, Hyderabad | Mohali

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*\*ISB reserves the right to make changes to the structure and curriculum of the programme*