



ADMISSION BROCHURE

Fellow Programme in Management

2025-2028





Welcome to the World of **Experiential Learning**

Health sector is one of the priority sectors in the country. The sector is expecting huge investment in near future and will generate millions of employment opportunities. With the rapid expansion of management education in healthcare sector in India, it has become inevitable that business school caters skilled human resources to the sector. Management education will only be powerful and effective if the people with their real-life experiences are brought to the academic forefront. Fellow Programme in Management (FPM) at IIMR Delhi is an attempt in this direction to draw the best talent. It is specially designed for individuals working in Healthcare Industry, Government, and Social Sector and interested in pursuing research in the health sector. Upon successful completion of the Programme, the participant will receive the degree of Fellow Programme in Management.

Why FPM from IIHMR-Delhi

- ❖ 40-years-old legacy and pioneer institute in health and hospital management.
- ❖ **Ranked 31st among India's Top B-Schools by Times B-School 2025.**
- ❖ Multidisciplinary, experienced faculty working closely in connect with the industry.
- ❖ **Opportunity to select from list of specializations currently in demand.**
- ❖ Preparation for a career in academics with strong foundation in research methodology.
- ❖ **Focus on translating research into publications for wider dissemination in industry circles.**
- ❖ Flexible structure for differential needs.

Director's Message



Dear Friends and Prospective Students,

Welcome to the International Institute of Health Management Research, Delhi!

Professional education is a dynamic field. IIHMR focuses on imparting its core values- Quality, Accountability, Trust, Transparency and Knowledge sharing to its students. As an Institute, we believe that education is the passport to the future, for tomorrow belongs to those who prepare for it today. It is an investment that would pay rich dividends in the years to come.

Healthcare Industry is undergoing a rapid change. More and more management concepts are being incorporated into the health sector. The changing socio- political scenario, quantum leaps in technology, economic development, changes in epidemiology are some factors which have brought us to the new horizons.

The New Education Policy (2020) of the Government of India insists on creating a vibrant knowledgeable society for the 21st Century. There is a need to acquire new skills through an integrated higher education system that includes professional and vocational education as per need of the hour. Pursuing higher education, not only broadens an individual's knowledge, experience and prospects for better job but also prepares them to play a prominent role in the national growth and development.

Keeping this in mind, IIHMR blends analytical insights, quantitative abilities, and real time field experience into its various courses to enable the working professionals in both government and nongovernment organizations to upgrade their knowledge and career prospects in healthcare.

In view of the cherished goal of NEP 2020, that envisages "Making India a global knowledge superpower", IIHMR Delhi, being an important stakeholder for integrated development of our country through its academics, training, research, and consultancy is happy to announce the launch of "Fellow Programme in Management (FPM). The Programme is committed to developing motivated and competent individuals for careers in research and teaching at leading healthcare academic and research institutions throughout the world. In the FPM Programme, you will master an academic discipline—Hospital Management, Health Management and Health Information Technology Management, apply knowledge and skills to solving real world problems facing the industry, researchers, and policy makers. Together, we will embark on an exciting path of leading and inspiring others through research and teaching. I am confident of the success of this Programme and wish it all success.

Dr. Sutapa B. Neogi
Director, IIHMR- Delhi

Message from the Dean



Healthcare sector is one of the fastest growing sectors in the country. The growth expectations are even higher soon with more government and private spending in this sector. Apart from doctors, nurses, paramedics, pharmacists, there is a need of professionals who can manage different segments of the healthcare sector, and this is where International Institute of Health Management Research (IIHMR), New Delhi contributes. Management is required in each and every sector and healthcare sector is no exception. IIHMR provides two years full time Programme in Health and Hospital Management approved by AICTE and accredited by National Board of Accreditation and Association of Indian Universities.

We introduced Fellow Programme in Management (FPM) at IIHMR, Delhi specially designed for individuals working in Healthcare Industry, Government, and Social Sector and interested in pursuing research in the health sector.

Management education is going through a paradigm shift with changing technology, new methods of learning, industry specific curriculum and rapid innovations. IIHMR Delhi is paving the way of this paradigm shift in the management education with excellent peer learning environment powered with world class infrastructure in a vibrant campus situated in one of the best localities in the national capital.

During our academic Programme, we not only prepare skilled professionals but inculcate values that make our students competent and versatile in healthcare sector. We bank on the proper blend of technical and soft skills in our students based on which they become leaders in their respective fields. IIHMR Delhi proud to have produced more than one thousand such healthcare leaders since its inception.

One of the core strengths of IIHMR Delhi is very experienced and dynamic faculty members. Their quality teaching, research orientation, training and mentorship consistently guide the students to achieve their goals. Students get hands-on-experience during their internship and dissertation which is part of academic curriculum under supervision of industry experts and IIHMR faculty members.

IIHMR Delhi could be a choice for those who really want to excel their career in healthcare management, those who would like to explore international academic standards, and for those who are committed to improve healthcare research.

Dr Sumesh Kumar
Associate Dean (Academics & Student Affairs)
IIHMR- Delhi

Message from the FPM Coordinator



Welcome to the Fellow Programme in Management (FPM) at the International Institute of Health Management Research, Delhi!

FPM is designed to offer opportunities for the fellows to develop into an outstanding educator, researcher, physician scientist and healthcare administrator. The three-year Programme provides a comprehensive formal training in healthcare research and an experiential opportunity to assimilate practical skills necessary for effective healthcare education leadership and administration. Through its vast network of resources and industry expert connections, the Institute offers the fellows access to leaders in healthcare education and research and gain considerable knowledge.

FPM course offers three specializations to choose from: Hospital Management, Health Management and Health Information Technology Management. This flexibility in the stream selection and course work allows the fellows to customize their experience and learning to fit their interests and goals. As an integral member of our team, our fellows are encouraged to take an active role in our ongoing post graduate Programme through teaching sessions and in the Institute research activities. This provides ample opportunities for the scholars to learn, practice and innovate while focusing on their course work and research activities.

Our Fellow Programme endeavours to help our fellows learn, unlearn, and relearn in their chosen domain and equip them with a strong preparation for the next steps in their career with positive overall experience.

In the words of Alvin Toffler “The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn”

Wishing you a wonderful learning experience at IIHMR Delhi!

Dr. Anandhi Ramachandran
Professor & FPM Coordinator

FPM Course Structure



Area of Specialization

The specialization offered is subject to availability of supervisor and the institute's decision shall be final and binding. Various sub-themes can be adopted by the scholar within the specialization in discussion with the supervisor allotted.



Coursework (Mandatory) CREDIT REQUIREMENTS

Particular		Code No.	Course Title	Credits
Module 1	Common Modules	FP01	General Management	3
		FP02	Health System Approach to Management	3
		FP03	Research Methodology	3
		FP04	Biostatistics	3
Module 2		FP 17	Credit Seminar (General)	3
		FP19	Research Ethics and Advance Scientific Writing	3
	Health Management	FP09	Programme Monitoring & Evaluation	3
		FP10	Global Health	3
	Hospital Management	FP 22	Hospital Operations	3
		FP 23	Hospital Pricing & Insurance Management	3
	Health Information Technology Management	FP 24	Designing for Health Information System	3
FP 25		Enterprise Digital Transformation	3	
Module 3	Common Modules	FP20	Credit Seminar (Specific)	3
		FP21	Research Paper Publication	3
			Total Credits	30

Duration for Learning credits

All the credits specified above shall be earned within a maximum of three years from the date of admission to the Programme. Extension after the three years shall be approved by the Committee for a period of one year with a review of progress every six months. Final approval shall be given by the Director of the Institution.

Credit Course Requirement

A fellow shall undergo 4 Courses of the total 12 credits in the first module and during the second module he/she shall undergo three streams-specific Courses of 9 credits and give three credit Seminar on general management topic in the third module, the candidate shall give three credits Seminar and write a review paper on the literature related to his/her research topic for publication purpose of 3 credits. Thus, a candidate shall earn 12 credits in the first and second module and 6 credits in the third module together adding up to 30 credits in all.

Faculty Advisor Scheme

A Faculty Advisory Committee (FAC) comprising the Dean, FPM Coordinator, one more faculty as a member will be constituted to advise and mentor the students till completion of the coursework. The faculty having mandatory work experience of 2 years in the relevant area and minimum 2 paper publications as per the AICTE guidelines will be included in the committee. The student will work with FAC for academic completion of the course.

Research Advisory Committee

Upon completion of the course modules the scholar should identify a topic for the thesis and accordingly choose a thesis supervisor from the faculty and inform the FPM Coordinator. The FPM Coordinator will formally constitute a Research Advisory Committee (RAC) based on the approval from the Director. The committee will constitute six members:-Director, FPM Coordinator, Supervisor, Dean Research and two External Members (one academican and one industry expert). The student with approval from RAC will file with the FPM Coordinator the approved thesis title. In very special cases, scholars may be allocated an external co-supervisor depending upon the research topic and/or based on the request of the research scholar. The decision to allocate external co-supervisor will be taken by the RAC.

Comprehensive Examination

Each fellow will be required to undertake a comprehensive examination to get the degree on completion of the course work. The performance of the fellow in each module will be evaluated by the following Internal Assessment (30%); and b) End-Term Examination (70%). The minimum of CGPA of 6.5 on a 10-point scale or 60% is required for passing Course/ Seminar. A candidate getting less than 60% shall be given one more opportunity to repeat the Course/Seminar. If he/she still does not pass in the Course/ Seminar, he/she shall be terminated from the Fellow Programme. Attendance is mandatory for completion of each course. The policy of attendance will be according to the Institute rules during the course work.

Synopsis Submission

Every research scholar should mandatorily submit a synopsis of not more than 100 pages and get it approved before starting the actual project work. Synopsis submission follows three stages.

Stage 1: Pre-synopsis Report –After selecting the topic, as a first step the scholar should submit a pre-synopsis report approved by the guide. It should include a detailed survey of related literature, formulation of theoretical framework or model, formulation of hypothesis, data collection techniques to be used, data collection plan, limitations, and plan of analysis. It should be submitted through the guide.

Stage 2: Pre-synopsis Seminar: Three weeks after submission of pre-synopsis report, research scholar should give a seminar defending the work proposed before RAC. Any changes suggested by the committee need to be included and the report submitted as final synopsis within two months after submission of pre-synopsis report.

Stage 3: Ethical Clearance: The RAC committee after review of the synopsis with tools will forward the same to Institutional Research Board (IRB) to get ethical clearance for the study. Any data collection can be started only after the IRB has no objection to carry out the study.

Thesis Formulation & Study

The RAC will all along monitor the student's progress in completing the thesis and will also participate in evaluation processes related to the project work (seminar, synopsis approval, ethical clearance etc). Once formed, the RAC will not be reconstituted except at the initiative of the committee itself or either party acting in consultation with the other. Such exceptions may be permitted on grounds of any substantive change in the topic of the thesis or continued non-availability of any member/s as permitted by the Institute. During thesis work a student is required to keep the RAC members informed of his/her progress. The student is required to submit mid-term progress report once in six months to the RAC.

Thesis Submission Re-requisites

The following are pre-requisites for submission of thesis by the candidate.

- 1) Requirement for Teaching Assistantship:** Since the purpose of the FPM is to rigorously prepare scholars for outstanding careers in teaching/ research, there is a need to build collaborative research / teaching skills. Therefore, each scholar is required to work with a faculty member as a 'teaching assistant' supporting the faculty in teaching which may include teaching, lecturing / case material preparation, course design, curriculum design, grading, etc. FPM scholars are expected to provide teaching assistantship for a minimum of one course as a pre-requisite to thesis submission. This can be opted in the second or third year as per the feasibility of the scholar and requirement of the faculty. The candidate can work as teaching assistant for a maximum of 3 courses.
- 2) Publication Requirement:** The Research undertaken by an FPM scholar is expected to provide sufficient basis for writing papers in refereed academic journals. One of the objectives of the Fellow Programme is to prepare scholars for academic work and research. It is mandatory for the FPM scholar to publish at least two papers in reputed peer reviewed international journals, in well-known classification lists like Clarivate Analytics, Scopus Index Score or journals approved by UGC. In addition, scholars can publish a case in reputed journals (national / international) with relevant impact factor. The scholar should be the first author for this purpose. The scholar must be aware of the anti-plagiarism clause and may submit the teaching case with teaching notes to one of the above-mentioned case collections at one point of time.

Final Thesis Submission & Defence

After completion of the work a thesis needs to be submitted with necessary certificates and clearance within a period of 12 months from the date of submission of the Synopsis. The thesis will be evaluated by the Research Advisory Committee. Once approved viva-voce examination will be conducted before a panel of experts where the candidate should defend his/her work. If the thesis needs any modification or changes as suggested by the panel, it should be re-submitted with changes within a year. Only then viva voce examination can be conducted.

If the thesis is rejected by one panel member, then another expert will be requested to evaluate the thesis. If both the members reject the thesis stays rejected.

On successful completion of the viva-voce and on the recommendations of the Institution's Governing Board, the Institution shall award "Fellow in Management" to the Research scholar. The title of the thesis with photo of the scholar shall be mentioned in the certificate of award.

Admission Guidelines

The Programme is designed to train and skill scholars with good academic background, strong motivation, discipline and keen in conducting good quality research in healthcare management. The candidates should be highly motivated to pursue research or teaching career in academia. Excellent written and verbal communication are must.

Eligibility

The candidates for the Programme must have one of the following qualifications obtained from any of the universities incorporated by an act of the central or state legislature in India, or other educational institutions established by an act of parliament or declared to be deemed as a university under section 3 of UGC Act, 1956, or possess an equivalent qualification recognized by the Ministry of HRD, Government of India, or an equivalent qualification from an institution approved by AICTE. The degrees of candidates from foreign universities must be recognized by the Association of Indian Universities (AIU).

PGDM from Indian Institutions recognized as equivalent to MBA by AIU and approved by AICTE.

OR

Master's degree or its equivalent in any Health and Social Science/ Allied discipline with a minimum of 60% aggregate marks (Relaxation of 5% is given to SC/ST candidates)

OR

Five-year Integrated Master's degree in any discipline, with a minimum of 60% aggregate marks (Relaxation of 5% is given to SC/ST candidates) or equivalent grade point average, obtained after completing the higher secondary schooling (10+2) or equivalent.

OR

Four Year/Eight Semester M.B.B.S/M.D. S/BAMS/ B.Sc. Nursing Bachelor's Degree in Computer Science and Information Technology (B.E./B.Tech.) with a minimum of 60% marks (Relaxation of 5% is given to SC/ST candidates) or equivalent grade point.

AND

2 years of working experience in relevant sectors.

Those appearing for their final examination in the respective discipline can also apply provided they have earlier work experience of 2 years. Such students if selected shall be provisionally admitted provided they complete all requirements in obtaining their master's degree before 30th September of the year of admission. The admission of these candidates shall remain provisional until they produce the mark sheet proving that they satisfy the eligibility criteria. The deadline for submitting the final year mark sheet is 31st December.

Candidates will be assessed based on outstanding intellectual ability, motivation, faculty recommendations and personal characteristics required for an international academic career. There is no requirement concerning fields of study at the undergraduate level, but standard postgraduate entry tests (GMAT / GRE / CAT / JRF) will be used to assess general ability and, if necessary, proficiency in English. If the candidate has not appeared for the above-mentioned exams, he/ she should compulsorily attend the Fellow Evaluation Test that will be conducted by IIHMR.

The Fellow is open to transgender candidates also.

Age Limit

There is no age restriction.

Admission Procedure

Start of the Session

Admission to the Fellow Programme shall normally be made once a year in the month of March

Application Procedure

Advertisements for the Programme will be made one to three months prior to start of the new session. Advertisements will be made available through print and social media. The application shall be made available in the prescribed format in the Institution and available on the website. Attested copies of all the necessary certificates and testimonials are to be attached with the applications. The candidate must submit an abstract of about 5000 words on the area of research interest (tentative research proposal) along with his/her application.

Selection Criteria

Selection for the Fellow Programme in the Institutions approved by AICTE for the Fellow Programme shall be on the basis of the following criteria:

- i. Academic qualifications and work experience
- ii. A valid test score in postgraduate entry tests (GMAT/GRE/CAT/JRF) OR in Fellow Programme Evaluation Test (FPET) that will be conducted by IIHMR Delhi
- iii. Tentative research proposal and its presentation before the Selection Committee
- iv. Personal interview

The decision of the Institution Selection Committee regarding admission shall be final. Communication shall be sent only to the selected candidates.

The decision of the Institution Fellow Programme Selection Committee (FPSC) regarding admission shall be final.

Communication shall be sent only to the selected candidates. The Institution shall not entertain any queries or correspondence in respect of those not selected.

FPSC will be constituted by the Institute and will comprise of the Institution Director, FPM Coordinator, Faculty Experts in specialization and Industry experts.

Duration of The Programme

The fellow shall submit his/ her Thesis only after a minimum period of two years after registration. However, the maximum period allowed for the submission of the Thesis is five years from the date of admission to the Programme.

If a candidate fails to submit the Thesis within the prescribed upper time limit due to reasons beyond his/her control, he/she shall apply to the Director for an extension. If the Institution is satisfied with the candidate's justification, the Director shall permit him/her to re-register to the Programme subject to the payment of re-registration Fee. This re-registration shall, however, be effective only for a period of two years beyond which no extension shall be permitted.

Any break or unauthorized absence from the Programme before registration shall lead to the cancellation of admission. Any authorized break or leave of absence shall not be counted for the minimum period of 2 years stipulated for submission of Thesis but shall be counted in the maximum period of 5 years permissible for submission of the Thesis.

Accommodation

Students are eligible for twin- sharing accommodation in the guest rooms available within the campus subject to its availability during their campus visits. They will be charged as per the Institute norms at 25% of student discount rate.

Shift To Post Graduate Programme

A student admitted to the Fellow Programme is not permitted to switch over to the Post- Graduate Programme in Hospital and Health (PGP) under any circumstances.

FEE STRUCTURE

Fee structure of the Programme for the batch 2025-2028 is as follows:

Particulars	1st Year (Rs)	2nd Year (Rs)	3rd Year (Rs)	Total Fee (Rs)
Tuition Fee	75,000	75,000	70,000	2,20,000
Admission Fee	20000	-	-	20,000
Library Fee	10000	10,000	10,000	30,000
IT & Support Charges	20000	20000	20000	60,000
Examination Fee (15 courses @ 5000/-)	55000	20000	0	75,000
Synopsis Fee	-	10000	0	10,000
Thesis viva	-	-	20000	20,000
Degree and Convocation	-	-	5000	5,000
Alumni Fee	-	-	5000	5,000
Caution Money Refundable	5000	-	-	5,000
Total Fee	1,85,000	1,35,000	1,30,000	4,50,000
1st Instalment	1,25,300	95,200	94,500	
2nd Instalment	53,700	40,800	40,500	

Boarding and lodging fee during campus visits are not included in the above fee structure. All scholars will be provided library access to loan books, digital materials, and articles for their Fellow Programme. They will be also provided computer facilities in the lab and library for their research and course work.

At the third and fourth year the FPM scholar will have an option to join as Research Assistant. This depends upon the availability of such positions in the Institution.

Each FPM Scholar must work mandatorily as TA for a 3 credits course as a partial fulfilment to the degree. They have the option to work as TA for 2 more courses and will be paid a stipend as per the Institute Norms "if these options are availed". This option can be availed in the third or fourth semester of the Programme and based on the requirement of the Institute.

If the candidate is unable to complete the mandatory course work within the stipulated three years, they can get one more year extension based on the discretion of the Director. The candidate will be charged an extension fee of Rs 10,000/-. The maximum time allowed for thesis submission is 5 years. Beyond which the candidate needs to re-register. A re-registration fee of Rs. 25,000/- will be charged with extension up to two more years.

PROGRAMME SCHEDULE

Date of FPM announcement	:	4th January 2025
Last date of receiving application form	:	27th April 2025
Entrance Test (FPET)	:	17th May 2025
Personal interview& Presentation	:	31st May 2025
Result declaration	:	10th June 2025
Last date of acceptance of admission offer with admission fee	:	24th June 2025
Inauguration of the Programme	:	1st week of August 2025

HOW TO APPLY

The student applying for FPM Programme need to fill the application form online in the portal www.iihmrdelhi.edu.in. Non-Refundable application fee to Rs. 1000/- should be paid while filling the form.

Last Date : 27th April 2025

For registration and queries, please contact:

e-mail: fpm@iihmrdelhi.edu.in ; Mobile: +91 7428895943

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**Education is more
powerful weapon
which you can use
to change the world**

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CONTACT US

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