

Our other  
Management Development Programmes

Sl. No.	Programme Title	Dates
1.	Spreadsheet Modeling for Business Valuation	May 19-20, 2016
2.	Strategy Planning/Deployment using Balanced Scorecard	June 16-17, 2016
3.	Project Finance - Funding & Appraisal	June 23-24, 2016
4.	Impression Management at Workplace	June 27-28, 2016
5.	Project Management	June 29-30, 2016
6.	Developing an Intrapreneurial Mindset for Effective Leadership	July 11-12, 2016
7.	Effective Purchasing Skills	July 13-15, 2016
8.	Giving and Receiving Feedback in the Workplace	July 19-20, 2016
9.	Qualitative Research in Marketing	July 21-22, 2016
10.	Finance for Non-Finance Executives	July 27-29, 2016
11.	Social Media Analytics & Sentiment Analysis	August 1-2, 2016
12.	Advanced Microsoft Excel 2013 - Managers Perspective	August 3-4, 2016
13.	Effective Communication for Women in the Workplace	August 8-9, 2016
14.	Healthcare Analytics in the age of Big Data	August 10-12, 2016
15.	Doing Business in India	August 11-12, 2016
16.	Training of Trainers	August 22-24, 2016
17.	Application of Simulation Techniques for Managerial Decision Making	August 29-30, 2016
18.	Financial Modeling	August 30-31, 2016
19.	Building Capacities in CSR : Strategy Formulation, Implementation and Impact Assessment	September 1-2, 2016
20.	Financial Management for Public Sector Enterprises	September 7-9, 2016
21.	Problem Solving and Decision Making	September 19-20, 2016
22.	Effective Communication & Presentation Skills	September 22-23, 2016
23.	Understanding the After Sales Spares Management	September 26-27, 2016
24.	Big Data and Small Data Tools : Introduction to R Software	September 28-29, 2016
25.	Effective Negotiation Skills	September 28-30, 2016
26.	Effective Supply Chain Management	October 5-7, 2016
27.	Managerial Leadership and Team Building	October 13-14, 2016
28.	Foreign Exchange Risk Management	October 17-18, 2016
29.	Written Business Communication	October 20-21, 2016
30.	Understanding and Deploying Strategist's Tool-Kit for Effective Business Performance	November 3-4, 2016
31.	HR for Non-HR	November 9-11, 2016
32.	Advanced Microsoft Excel 2013- HR Practitioners Perspective	November 15-16, 2016
33.	Enhancing Leadership Effectiveness through Outbound-based Experiential Learning Programme	November 15-18, 2016
34.	Understanding the Dynamics of Rural Markets	November 21-22, 2016
35.	Nurturing the 5th Dimension of Leadership	November 28-29, 2016
36.	Advanced Corporate Finance	Nov 30-Dec 2, 2016
37.	Effective Customer Management in a Digital Marketing Space (Including practice session on Microsoft Dynamics CRM Software)	December 5-7, 2016
38.	Coaching and Mentoring for Personal & Professional Success	December 8-9, 2016
39.	Enhancing Assertiveness and Positive Attitude	December 12-13, 2016
40.	SAS Big Data Analytics (co branded)	December 13-15, 2016
41.	Creating Winning Sales Teams	December 15-16, 2016
42.	Advanced Management Programme	December 19-21, 2016
43.	Decision Making Techniques for Managers	December 22-23, 2016
44.	Advanced Excel Training	January 4-6, 2017
45.	Employee Assessment & Effective Interviewing Skills	January 9-10, 2017
46.	Social Media Marketing and Social Listening	January 12-13, 2017
47.	Effective Interpersonal Relationships at Workplace	January 16-17, 2017
48.	Crisis Communication	January 19-20, 2017
49.	Finance for Non-Finance Executives	January 23-25, 2017
50.	Strategic Enterprise Risk Management	January 30-31, 2017
51.	Total Quality Management	February 2-3, 2017
52.	Data Visualization and Presentation Techniques	February 6-7, 2017
53.	Enterprise Risk Management for Creating Risk Intelligent Organization	February 9-10, 2017
54.	Developing Communication Competency	February 13-14, 2017
55.	Marketing Strategies for Winning in India and Emerging Markets	February 16-17, 2017
56.	Superannuation Planning	February 23-24, 2017

**ABOUT FORE**

Foundation for Organizational Research and Education (FORE), a non-profit autonomous organization, was established in 1981 as a Center for Excellence for research, consultancy, training and management education by renowned professionals of global acclaim from Government and corporate sectors. With a view to meeting the needs of professional education of excellence in Management, FORE School of Management, New Delhi under the aegis of FORE was established in 1992. FORE has been working closely with industry and academia for developing contemporary new domains of managerial thought and education and contributing to the process of building leaders in today's global business environment. FORE has been setting benchmarks in management education for the last over 24 years. This is aptly reflected in the Top rankings by leading B-Schools surveys of the country and in a recent survey conducted by **CRISIL - a leading Ratings, Research, Risk and Policy Advisory Company in India - has rated FORE with A\*\*\* (the highest rating level) for the Delhi-NCR and A\*\* for the Nation-al level for both the two-year PGDM and PGDM (IBM) programmes.** Located in the heart of South Delhi, FORE provides contextual learning and helps in the development of students as thinking professionals, who have the ability to meet the upcoming challenges for tomorrow's corporate leaders. The programmes offered at FORE aim at developing multiple skills including managerial decision-making, problem-solving, analytical reasoning, communications, creativity and innovation. The Institute has a Board of Directors with representatives from Government, academic institutions and industry. The Institute has also an Academic Council consisting of eminent professionals from industry, government and other academic institutions. FORE takes pride in its professional and high-quality faculty in the fields of Communications, Economics, Finance, Human Resource Management, Information Technology, International Business, Marketing, Operations and Strategy. The faculty are drawn from leading national and international institutions and industries who are engaged in extensive research and consultancy, and possess a myriad of management skills. Eminent personalities and senior corporate professionals are invited from time to time to share their experiences and discuss real world managerial practices and market opportunities and challenges. With a sharp focus on Management Education, Management Development Programs, Consulting and Research, and with more than 32 full time well qualified faculty FORE stands amongst the Top Business Schools in the country. FORE Conducts Management Development Program/Faculty Development Programs to equip managers with knowledge, skills and attitudes required for effectively responding to global developments and competitive requirements. Our MDPs/FDPs are designed with an appropriate blend of conceptual and experiential learning. Apart from open programs, FORE conducts customized In-Company tailored to suit organization's needs on topics/areas specifically required by an organization. These Management Development Programs (MDPs) are either custom-designed to suit client requirements or are offered by faculty on a specific theme to meet various client needs.

For any other information, please contact

**MDP office**

**FORE School of Management**

Adhitam Kendra

B-18, Qutub Institutional Area, New Delhi 110016.

Phones: (011) 2685 6301 (Direct); 4124 2424-33 (Extn. 471 & 498),

Fax: (011) 26520 509, 2696 4229.

Email: [mdp@fsm.ac.in](mailto:mdp@fsm.ac.in)

FORE web-site: <http://www.fsm.ac.in/>

**FORE School of Management, New Delhi**

Management Development Programme  
on  
**Healthcare Analytics in  
the age of Big Data**

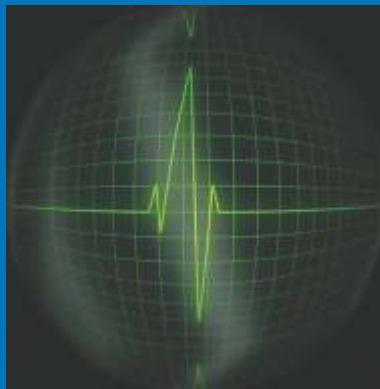
**August 10-12, 2016**



Programme Directors:

**Prof. Ashok Kumar Harnal & Prof. Hitesh Arora**





## PROGRAM OBJECTIVES

The program is designed to provide in-depth knowledge of Predictive Analytics tools to participants that can be used for fact based decision making in healthcare environment. At the end of the course the participants will be able to:

- Apply analytics for strategic and operational decision making in healthcare services
- Develop proficiency in participants with respect to a variety of analytical tools such as RStudio and KNIME for the purpose.
- Use advanced analytical and machine learning tools to visualize and analyze complex healthcare problems.

## METHODOLOGY

This is a completely hands-on MDP and lab oriented. The pedagogy is first to explain concepts and then apply those concepts on real data. We take care to avoid mathematics but at the same time see that rigor of analysis is maintained. Visual analytics is also one of our primary instruments. For the purpose we will use among others, applications such as Tableau, Orange GUI and RStudio.

## INTRODUCTION

The increased adoption of electronic medical record systems has generated huge amount of data which can be used to measure healthcare delivery standards and improve patient outcomes. Healthcare analytics enhances understanding of data and is vital for healthcare institutions to remain effective in their healthcare delivery. It refers to the use of data, information technology, statistical analysis and mathematical or computer-based models to help managers gain improved insights about their healthcare operations and make better decisions.

Health care analytics can broadly be divided into three parts:

- **Descriptive analytics**  
Providing simple summaries about the sample and about the observations that have been made.
- **Predictive Analytics**  
It is an area of statistical/predictive analysis that deals with extracting information from data and using it to predict future trends and behavioral patterns.
- **Prescriptive Analytics**  
Prescriptive Analytics not only anticipates what will happen and when it will happen, but also why it will happen.

## PROGRAM CONTENTS

The Curriculum is divided in three parts. A) Learning analytical tools; B) Descriptive analytics and visual analytics and C) Predictive analytics. On each day, we cover a part of all three. On Day 1, good number of hours are devoted to learning tools and descriptive analytics. During the rest two days we learn techniques in descriptive analytics and predictive analytics and as we learn them, we also become more adept at learning tools. Predictive analytics are a powerful set of techniques that do not require some of the assumptions (in regard to data) that we are very often used to in Statistical modeling. Day wise program coverage is as below:

We use real healthcare data, and especially large data, in all our analysis.

### Day 1. Data Mining and Statistics

Data Summarization  
Data pre-processing with R/KNIME  
R/KNIME for Data Visualization

### Day 2. Data Mining Modeling

Time series forecasting  
R/KNIME for Multiple Regression analysis  
Data Clustering Techniques  
K-means method

### Day 3. Classification Techniques

Naive Bayes Classifiers  
K-nearest neighbor  
Decision Trees Induction  
Artificial Neural Network & Deep Learning

## WHO SHOULD ATTEND?

The programme will be beneficial to managers of healthcare systems, data scientists, statisticians, healthcare policy makers, medical practitioners, health analysts, doctors, health insurance managers, consultants and allied healthcare service providers whether in Government, public-sectors or in private sectors. The program will also be advantageous to professionals in pharmaceutical industry.

## CERTIFICATE OF PARTICIPATION

The Institute issues a certificate of participation on conclusion of the programme.

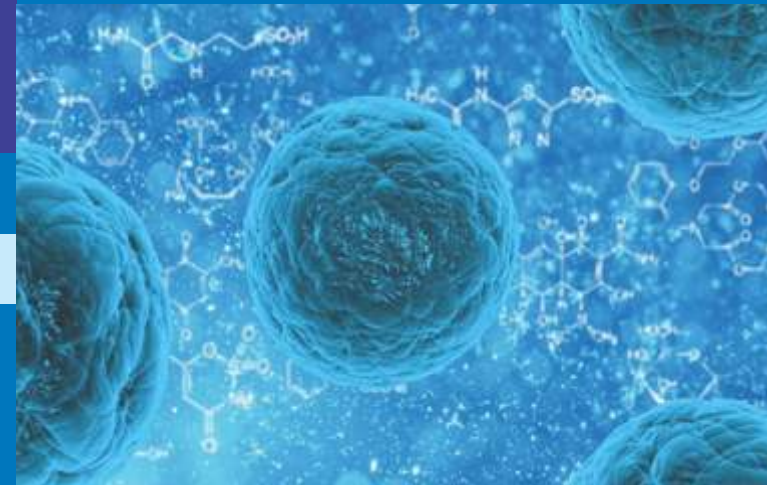
## PROGRAM FEES

- **Non-residential:** Rs 20,000 per participant (plus Service Tax @ 15%) covering professional fee, programme kit and tea/lunch.
- **Residential:** Rs 34,000 per participant (plus Service Tax @ 15%) covering professional fee, programme kit and boarding and lodging (air conditioned single room) at Hotel Qutub Residency, New Delhi or equivalent from noon of August 9 till noon of August 13, 2016.

### Discounts

- Early bird discount of Rs 2000 per participant for nominations received on or before August 1, 2016.
- One complimentary nomination on non-residential basis for every group of three nominations from the same organization, i.e., 3+1 participants for the fee of 3 participants.

Fee is payable in advance by way of local cheque/DD in favor of "FORE School of Management" payable at New Delhi.



## REGISTRATION

The registration form duly filled in along with the programme fee should reach us at least 7 days before the commencement date of the programme. In case of subsequent withdrawal or cancellation of registration no refund of fee will be allowed. However, substitute(s) may be permitted with prior intimation.

## FACULTY

The faculty members of the Institute will take the programme sessions, except for a few sessions that may be taken by guest speakers.

## PROGRAM COORDINATORS

**Prof. Ashok Harnal**, With more than 3 decades of experience, Prof. Harnal is an expert in implementing Hadoop and Cloudera based multi layered big-data systems. Extensively taught faculty and students on the subject of big data technology and analytics. Participated in various machine learning competitions with real world data in areas of business, environment, marketing and advertisement. Conceived, planned & implemented in Defence Estates three country-wide information systems: a. Raksha Bhoomi to computerize land records; b. Knowledge Management of land-title related files/maps in all Defence Estates offices; and c. Setting up of a Disaster Management organization, Archival Unit and Resource Center, at Delhi for safe storage of land-title related records in paper, digital & microfilm forms. He can be reached at <ashok@fsm.ac.in>.

**Prof. Hitesh Arora**, Professor (Quantitative Techniques-Operations Management): is a graduate in Mathematics and a post graduate in Operational Research from University of Delhi. He earned his Doctorate in Mathematical Programming from University of Delhi. He has published a number of research papers on Mathematical Programming in national and international journals of repute. He has also qualified CSIR & UGC-NET with JRF. His experience includes teaching in University of Delhi. He has also worked as an Actuarial Consultant with a UK based MNC. As an actuarial consultant, his work involved Data Modeling and Reserving for Personal and Commercial Lines of different UK-based insurance companies. In total, he has around fifteen years of teaching, research and industry experience. His current area of interest includes Measurement of Productivity, Service Quality and Information Technology in Indian Banking Sector. He can be reached at <hitesh@fsm.ac.in>.

## PROGRAM DATES AND VENUE

**Program Dates:** August 10-12, 2016

**Venue:** FORE School of Management, B-18, Qutub Institutional Area, New Delhi 110016

**FORE School of Management**  
Management Development Programme

## Healthcare Analytics in the age of Big Data

August 10-12, 2016

Registration Form

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Organization: \_\_\_\_\_

Office Address: \_\_\_\_\_

Phone: Office \_\_\_\_\_

Residence \_\_\_\_\_

Mobile: \_\_\_\_\_

Email: \_\_\_\_\_

Fax: \_\_\_\_\_

Your expectations from the programme: \_\_\_\_\_

Residential/ Non Residential \_\_\_\_\_

Payment Details:(Please tick appropriate and fill)

- Payment enclosed (Local cheque/DD No: \_\_\_\_\_)

Date: \_\_\_\_\_ Amount: \_\_\_\_\_ )

- Payment is under process and will reach you before the programme

Signature

(Please return the completed form by post, or fax (011 2652 0509; 2696 4229) or email: mdp@fsm.ac.in, to:

MDP Office

**FORE School of Management**

B-18, Qutub Institutional Area  
New Delhi 110 016

Note: As needed please feel free to make duplicate copies of this form for additional registration.