



POST GRADUATE DIPLOMA IN HEALTH INSURANCE

to be jointly conducted

By

The Department of Economics (Autonomous),

University of Mumbai

and

Insurance Institute of India, Mumbai

Handbook

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Introduction:

Health Insurance industry in India is undergoing massive restructuring and changes due to the increasing demand for health care needs among a major part of the population. There are several regulatory changes in this sector that is boosting its growth in the recent times. In this scenario, there is an urgent need for creating professionals in the health insurance domain to cater to the ever increasing demand of the industry. The professionals would not only get exposure to the fundamentals of health insurance industry but also would be able to effectively deal with the operational details.

Aim:

Insurance Institute of India aims at meeting the changing and challenging needs of the Insurance industry by providing the requisite knowledge and qualifications in insurance to all who are interested in Insurance area. The main objective of the “Post Graduate Diploma in Health Insurance” is:

- a. To provide an insight into the principles and practices of health insurance
- b. To provide an overview and understanding of the Indian Insurance Industry in the global set-up
- c. To give a strong foundation on the fundamentals of Insurance concepts and the regulatory environment for health insurance
- d. To give an in-depth understanding of the economics, marketing and operational principles of health insurance
- e. To expose the candidates to the principles and practices of General Insurance

This program is targeted for providing insurance knowledge to those engaged in or aspiring for a career in health industry with specific reference to health insurance segment. The target group of candidates is those engaged as executives, managers, branch officials, of the insurance industry or the health industry who are directly involved into the health insurance segment, those who wish to obtain a cross-functional knowledge and those who are planning to take up a career in health sector.

Part I

Eligibility: Three years bachelor's degree or equivalent in any discipline from University of Mumbai, or of any other recognized university or its equivalent.

Course Structure and Proposed Syllabus

Term I

There shall be four papers in this term with 4 credits for each paper and 48 hours of classroom teaching for each paper.

Paper Code	Paper	Credits	Maximum marks (end term examination)	Pass Marks*
HI01	Fundamentals of Insurance (FI) & Evolution of Indian Insurance Industry (EIII)	4	100 Marks	40*
HI02	Health Economics (HE)	4	100 Marks	40*
HI04	General Insurance Practice (GIP)	4	100 Marks	40*
HI05	Health Insurance (HI)	4	100 Marks	40*
	Total for Term I	16	400 Marks	

*(50% in aggregate)

Term II

This term would have 3 papers of focusing on the various specificities of health insurance 48 hours of classroom teaching for each paper and a project work concluding in a project report.

Paper Code	Paper	Credits	Maximum marks (end term examination)	Pass Marks *
HI06	Health Insurance Practice(HIP)	4	100 Marks	40*
HI07	Health Insurance Marketing and Operations (HIMO)	4	100 Marks	40*
HI03 (R)	Health Insurance Claims Management (HICM)	4	100 Marks	40*
HI08	Project Work	4	100 Marks (includes a Project report and Viva)	50
	Total for Term II	16	400 Marks	
	Grand Total for the Course		800 Marks	

*(50% in aggregate)

(R) - Revised

Module-wise Syllabus

HI01: Fundamentals of Insurance (FI) & Evolution of Indian Insurance Industry (EIII) - 48 HR

A. Fundamentals of Insurance (FI):

Objectives:

At the end of this course the students would be able to understand & evaluate:

1. Concepts of Risk, Risk Management & Insurance
2. Principles of Life/General insurance
3. Features and Legal principles in Insurance Contracts
4. Key concepts and principles of Pension and Group Insurance
5. Principles of Finance & Financial market changes
6. Evolution of Insurance Industry
7. Nationalization of Life & General Insurance Business and its growth
8. Reforms in Insurance Business and its growth

Module - 1 Introduction to Risk, Risk Management and Insurance [6 hours]

The concept of insurance - What are risk perils and hazards - How risk is classified - What burden it creates - What is risk management - Different steps in risk management - Managing risk - How insurance is used as a tool in risk management?

Module - 2 Principles of insurance - Practices in Life/ General Insurance [6 hours]

Principles and Corollaries of insurance: Insurable Interest - Indemnity - Utmost Good-Faith - Proximate Cause - Subrogation - Contribution - Mutuality - Law of large numbers

Life Insurance: Premiums: Life insurance and its customers - What insurance involves - The risk - The mutuality principle - The Contract Determination of Premiums - Mortality - Interest - The net premium - Gross premiums

General insurance - Key characteristics - Determining the premiums and reserves

Profits and Returns: Introduction - Distribution of profits under traditional contracts - Investment and unit linked insurance

Module - 3 (a) Legal Foundations of Insurance [3 hours]

Law and Insurance contracts - Special features of insurance contracts - Legal principles that apply in insurance contracts

Module - 3 (b) Pension health and group insurance [3 hours]

Key concepts and principles involved in pension - Morbidity and Insurance - Group Insurance

Module - 4 (a) Financial marketplace and insurance [3 hours]

Introduction - Core principles of finance - Attributes of financial assets - Financial markets - A Taxonomy

Module - 4 (b) Insurance: The changing context [3 hours]

Introduction - The changing context - Financial market changes

B. Evolution of Indian Insurance Industry (EIII)

Module - 5: Early Days and Development of Insurance in India [3 hours]

Evolution: Insurance in early days - Different forms of Insurance - Lloyds - The Insurance business - Evolution of the insurance concept as a specific economic - commercial activity - Evolution of the insurance market

Development of Insurance in India Growth and evolution of insurance as a specific economic - commercial activity in India-Early Days - Insurance Companies - Nationalist movement and insurance - Insurance Legislation - The Insurance Act, 1938 - Amendments in 1950

Module - 6: Insurance Business [9 hours (3+6)]

(a) Life Insurance: Nationalization of Life Insurance - How it was done - Controversies - Restructuring of LIC - Progress after Nationalization - Distribution systems - Remuneration systems for agents-intermediaries - Understanding the organizational structure and functioning of a life insurance company - (focus Life Insurance Corporation of India)

(b) General Insurance Business: Insurance Act Amendment of 1968 - Nationalization of General Insurance Business - Progress - Understanding the organizational structure and functioning of a non-life insurance company - (focus The New India Assurance Co. Ltd.)

Module - 7: The Reform Process [6 hours (3+3)]

(a) Economic Reforms: The Socialistic Pattern - The Crisis and Response - Globalization - The Public Sector - Financial Sector - Results - Understanding concerns of international stakeholders in insurance reforms - Initiatives by international organizations in insurance reforms

(b) Insurance Sector Reforms: Governmental initiatives - Malhotra Committee - IRDA - Initiatives of IRDA - Indian insurance regulatory matrix - understanding important regulatory provisions - initiatives for reforms through the Law Commission

Module - 8: Post-Reform Scenario [6 hours (3+3)]

(a) Insurance Since 2000: Insurance Business - Progress in Life Insurance - Progress in General Insurance - Insurance in current economic scenario - Understanding common indicators for assessing growth of insurance

(b) Other Institutions: International and national institutions - regulatory - economic -academic - Associations of professionals - interest groups: surveyors - loss adjusters - risk managers - agents - protection and indemnity clubs - underwriters - insurers - academic and training bodies

Text Book:

- "Indian Insurance Industry", Study Course CPAIM-BL-07, Insurance Institute of India publication (All Modules)
- "Fundamentals of Insurance", Study Course CPAIM-BL-01, Insurance Institute of India Publication, (All Modules)

References:

1. Balachandran, S (2010): *Managing Change*, Sangeeta Associates, Mumbai. (All Modules)
2. Gopalakrishna, C (2011): *Social Security, Insurance and the Law* - Shroff Publishers and Distributors, Mumbai. (All Modules)
3. Kumar, Dharmendra (2011): *Thresholds in Indian Insurance* - Macmillans (All Modules)
4. Noussia, Kyriaki (2007): *History, Evolution and Legislative Framework of Marine insurance*. (Module-1)
5. Planning Commission (2008): *A Hundred Small Steps*, Sage publications. (Module - 2)
6. Samarth, R. D. (1998): *Operational Transformation of General Insurance Industry during the period 1950 to 1990 & Beyond* (All Modules)
7. Black, Kenneth Jr. & Harold Skipper Jr. (2000): *Life and Health Insurance*, 13th edition, Prentice Hall (Module - 2)
8. Crews, Tena B (2009): *Fundamentals of Insurance*, South-Western Educational Publications (All Modules)
9. Hart, D. G., Buchan, R.A. and Howe, B.A. (1996): *The Actuarial practice of General Insurance Institute*, Institute of Actuaries of Australia. (Modules - 3 & 4)
10. Kutty, Shashidharan (2009): *Managing Life Insurance*, Prentice Hall. (Module - 1)
11. Mehr, Robert Irwin (1986): *Fundamentals of Insurance*, Irwin Professional Publishing (All Modules)
12. Rejda, George E (2011): *Principles of Risk management and Insurance*, Pearson Education. (All Modules)

HI02: Health Economics (HE)

Objectives:

This course aims at appreciating Health Insurance from an Economics point of view

1. Understanding demand and its importance in Health Care
2. Appreciating the economic environment for Health Services
3. Appreciating Regulatory aspects and Market Structures
4. Appreciating Health Care Systems
5. Understanding Insurance from the Economics angle

Module - 1: Understanding Demand in Health Care [12 hours]

The Demand for Health and Health Services –Demand and demand for health care, preference and indifference, from preference to demand, determinants of demand - Demand, Elasticity and Health - Elasticity of Demand, measuring elasticity, elasticity of demand and health promotion, cross elasticity of demand, income elasticity of demand and elasticity and prices of health care - Production, Health and Health Care: Efficient use of inputs - Efficiency in production, factors of production and efficient use of resources, mix of inputs and diminishing marginal returns, health care providers as multi-product firms, professions, skills and efficiency of production of health services

Module - 2: Economic Environment and Costing [12 hours]

Cost of delivering Health Services- production and cost, changes in technology, changes in relative factor prices, estimating cost function in health care - Basic Market models –demand, supply and equilibrium, perfect competition, monopoly and from analytical models to policy - Market failure and government –externality, public goods, monopoly and oligopoly, other sources of market failure and merit goods and equity

Module - 3: Economic and Regulatory aspects of the healthcare market [12 hours]

Market structures - Imperfect competition and markets, hierarchies and networks - Hospital and health provider behavior and motivation - profit maximization and alternative motivations, models of hospital behavior and health policy - The economics of regulation - what is regulation, Regulation in Health care sector, Review of regulatory mechanism, from theory to practice - Incentives and agency -what is an incentive - insights from agency theory - Moral hazard and adverse selection in Insurance -incentive compatibility - incentive management - incentive regulation - contract design - the incentive compatibility constraint

Module - 4: Healthcare systems and approaches [12 hours]

Health systems: a framework for analysis –Alternative health systems, funding levels and rationing, institutional structures and incentives - Health systems around the world: Health sector expenditure patterns, Performance in terms of equity and health outcomes - Reliance on the state: public health service systems –Under funding and rationing of services, provider behavior in a public system - Voluntary insurance based systems –Risk aversion, adverse selection: the Rothschild-Stiglitz model, moral hazard - Social insurance systems - Institutional incentives, Parallel systems- the Out-of-pocket sub-system, social insurance and private insurance

References:

1. Health Economics (2nd Edition), Mcpake, Barbara and Normand Charles, Routledge: New York
2. Handbook of Health Economics - Part-2, Culyer, Anthony J., Pauly, Mark V., and Newhouse, Joseph P. Elsevier: Oxford
3. Introduction to Health Economics, Guinness, Lorna and Wiseman, Virginia, Open University Press: Berkshire
4. The Oxford Handbook of Health Economics, Glied, Sherry and Smith, Peter C., Oxford University Press: Oxford
5. Health Economics and Policy (6th Edition), Henderson, James, Cengage Learning: Stamford

HI 04 - General Insurance Practice (GIP) - 48 HR

Objectives:

This course aims at an in-depth analysis of the General Insurance Practices in India through:

1. Understanding IRDA Act, Insurance Act. & other Legislations related to Insurance
2. Coverage under Fire & Marine Insurance
3. Miscellaneous Coverage
4. Concepts and Practices in Underwriting and Evaluating Claim procedure
5. Management of Investment & Accounting

Module 1(a) Insurance Legislation: [6 hours]

The Insurance Act 1938 - Insurance Regulatory & Development Authority (IRDA) Act 1999 - General Insurance Councils - Amendments to Life Insurance Corporation Act 1956 - Amendments to General Insurance Business(Nationalization)Act regulations issued by IRDA - Motor Vehicles Act 1988 - Other Acts - Exchange Control Regulations - Consumer Protection Act 1986 - Insurance Ombudsman - Markets - Statutes & Regulations that affect conduct of business in India

Insurance Market: Historical - Present scenario - Agents - Corporate Agents - Brokers - Third Party Administrators (TPA) - Surveyors - Loss Assessors - Overseas Markets - UK - USA

Module 1(b) Fire & Marine Insurance Coverage: [6 hours]

Fire insurance coverage - Marine insurance coverage - Types of Marine insurance policies - Duty & increased value insurance

Module 2(a) Miscellaneous Coverage: [6 hours]

Motor OD and TP - Coverage, conditions, extensions, Rating and Claims Procedure - MACT. Liability Insurance - Product - Public - Director and Officers - Professional Indemnity - Employers and carriers legal Liability. Engineering Insurance - CAR - SCE - CPM - EAR - all works. Miscellaneous - PA - Burglary - Bankers Indemnity - Jeweler Block - Fidelity Insurance - Rural Insurance - Micro Insurance

Module 2(b) Specialized Insurances: [6 hours]

Industrial All Risks insurance - Oil & Energy Risks insurance - Satellite insurance - Business Interruption

Module 3(a) Underwriting: [9 hours]

Objectives and approach - Underwriting policy - Class Rated Products - Individually Rated Products - Filing of products - Role of Actuary - Compliance officer - Underwriting Practice in different classes of insurance - Moral hazard - Underwriting of physical hazards - Declined risks - Risk inspections - Reinsurance - Risk Management - Insurer's role in risk management - Documentation procedure - Renewal procedure - Customer service - IRDA Regulation Protection of Policyholder's Interest

Rating & Premium: Classification of risks - Discrimination - Bonus/Malus - Claims cost - Acquisition cost - Management expenses - Classification of products - Premium - Short period scales - Failure of consideration - Refund - return of premium - Advance payment of premium.

Module 3(b) Insurance Forms: [3 hours]

Proposal Forms - Cover Notes - Certificate of Insurance - Policy Forms - Endorsements - Interpretation of policies - Co-insurance - Standard policies

Module 4(a) Claims: [6 hours]

Preliminary procedure - Loss minimization - Procedure - Claims form - Investigation & assessment - Surveyors and loss assessors - Claims documents - Arbitration - Discharge vouchers - Post settlement actions - Recoveries - Salvage & loss minimization - In-house settlement - Practices in UK & USA

Module 4(b) Investment & Accounting: [3 hours]

Investment Management - IRDA Investment Regulations 2000 - Accounting - Reserves for outstanding claims - Unexpired risk reserves - Other reserves - Final accounts - Profit & Loss account - Balance Sheet - Returns - Returns for Management control - Claims - underwriting and general administration returns - Database on computers

Module 4(c) Assets and Liability Management: [3 hours]

Profits - Solvency - Concepts of Reinsurance

Text Book:

- "Practice of General Insurance" (2011), Study Course, IC-11, Insurance Institute of India Publication. (All Modules)

References:

1. Hart, David Granville, Robert A Buchanan and Bruce Anthony Howe (1996): *The Actuarial Practice of General Insurance*, Institute of Actuaries of Australia. (All Modules)
2. Magee, John and David Bickelhaupt (1970): *General Insurance*, R.D.Irwin. (Modules - 3 and 4)
3. Martin Frappoli, *General Insurance for Information Technology Professionals*, (Module-2)
4. Murthy, K.S.N. and Sarma, K.V.S. (2010): *Modern Law of Insurance*, Jain Book Agency.
5. Pal, Karam, Bodla, B.S. and Garg, M.C. (2007): *Insurance Management - Principles and Practices*, Jain Book Agency.
6. Samarth, R. D. (1998): *Operational Transformation of General Insurance Industry during the period 1950 to 1990 & Beyond* (Module - 1)
7. Thomas, George. E and K C Mishra Dr. (2009): *General Insurance Principles & Practice*, Cengage Learning. (All Modules)

HI-05 –Health Insurance (HI) - 48 HR

Objectives:

The primary objective of the course is to provide an analytical understanding of:

1. Overview of Health care systems and services Industry in India
2. Evaluation of various Health Insurance Models
3. Principles & Practices of Health Insurance
4. Basic characteristics and Comparison between Health Insurance Products

Module 1 (a): Healthcare - Systems, Services, Industry [3 hours]

Health systems - Health care as a service - Public and Private healthcare services - players in healthcare delivery - Indian healthcare systems and health care industry - laws - regulation - pricing and practices - accreditation - patient safety and rights

Module 1 (b): Introduction to Human anatomy & Physiology [6 hours]

Body- Mind medicine and alternatives - Group Health Schemes - Health savings Investment linked plan

Module 1 (c): Concept of Risk Management [3 hours]

Concept of Risk Management - Wellness Insurance - Lifestyle Diseases - Disability Benefit Plan or Income Protection Insurance - Long Term Care Plan –Managed Care

Module 2 (a): Health Insurance - Models and Operating Environment [6 hours]

Various types of health insurance models operating in the world - managed care - health insurance in India - regulations, legal and consumer framework - market ecosystem - healthcare industry - insurance players - TPAs - service providers - Portability

Module 2 (b): Health Insurance Underwriting Principles [6 hours]

Principles of health insurance underwriting - underwriting process - Morbidity tables - risk classification - rating methods and analysis - fundamentals of health insurance pricing - pricing models - actuarial techniques - standard conditions and definitions - moral hazard - adverse selection - market determinants

Module 3: Health Insurance Underwriting Practices [12 hours (6+6)]

(a) General Insurance Specific Practices: Underwriting of retail and group health - proposal form - essential information and data - Medical & generic underwriting - underwriting of high risks - special categories - pre-underwritten products - waivers and pre-existing conditions - Health Insurance reinsurance options & impact - portfolio monitoring and controls

(b) Life Insurance Specific Practices: Underwriting of health insurance products of life insurers - specific requirements - proposal forms and data - information requirements - medical examination - processes and challenges - reinsurance support - monitoring and control

Module 4: Health Insurance Products [12 hours (6+6)]

(a) Products sold by General Insurers: Product design - Types of Products - individual - family - group - indemnity - medical expenses - fixed benefit - major illness - top up -catastrophe covers

- accidental and disability benefits - overseas health insurance - tailor -made covers - key features - coverage - exclusions - pricing and premium setting, -different variants in market - cost sharing mechanisms - value added services

(b) Products sold by Life Insurers: Products of life insurers - critical care - fixed benefit - accidental and disability benefit - long term - special features - coverage - life & savings components - Health Maintenance Organizations (HMO) - Medical Management, Medical Savings - Disability income insurance - pricing and actuarial considerations - different variants in the market - Specialties of Health Insurance products sold by life insurers and general insurers - Aided living

Text Book:

- “Health Insurance” (2010), Study Course, IC-27, Insurance Institute of India publication. (All Modules)

References:

- 1) Akin, John S. (1989): *Economics of Health Insurance: Theory and Developed Country Experience*, World Bank, Latin America Technical Department - (Modules 2, 3 & 4)
- 2) Black, Kenneth Jr. & Harold Skipper Jr. (2000): *Life and Health Insurance*, 13th edition, Prentice Hall. (Modules - 1, 2 & 3)
- 3) Doorslaer, van E, O'Donnell O, Rannan-Eliya RP, Samanathan A, Adhikari SR, Garg CC et al. (2006): “*Effect of Payments for Health care on Poverty Estimates in 11 countries in Asia*”, an analysis of household survey data, Lancet. (Modules 1 & 4)
- 4) Feldstein, P.J. (1993): *Health Care Economics*, Wiley. (All Modules)
- 5) Government of India (2005): *Report of National Commission on Macro Economics and Health*. (All Modules)
- 6) Huebner, Solomon Stephen (1956): *Economics of Health Insurance*, American College of Life Underwriters (Module 1, 2 & 3)
- 7) Panchamukhi, P.R. (2002): *Economics of Health, An Introductory Review*, ICSSR. (All Modules)

HI-06 Health Insurance Practice (HIP)

Objectives:

This course is aimed at providing the students with a perspective on:

1. Evolution and growth of Health Insurance in India
2. Underwriting and contract as in Health Insurance
3. Legal aspects and Health Insurance Regulations
4. Significance of Customer Service in health insurance
5. Understanding Health Insurance fraud

Module 1: Health Insurance in India [12 hours (3+3+6)]

(a) Introduction to Health Insurance: What & Why of Health insurance - Evolution and growth of Health insurance in India - Understanding the Health System in India - Constitutional provisions in areas of Public Health - Government Health Department at the Central, State, District & Local levels - Infrastructure of the Health care system - Public & Private Health Centers & Health care providers - New Universal Health Coverage

(b) Health financing models and health financing in India: Health financing models - Financing of Health in India - National Rural Health Mission - Challenges of access to Health care and Service Quality - Health insurance mechanisms & Financial Protection - Alternative Systems of Medicine - Ayush

(c) Health Insurance Products in India: Types of Health Insurance Products in India -Hospitalization Indemnity products - Personal Accident products - Critical Illness product - Daily Hospital Cash benefit - Disease management covers - Outpatient covers - Investment products in health insurance & health savings components - Products for senior citizens - Micro-insurance products - International Coverage products - Other specialized health insurance products - wellness products.

Module 2: Health Insurance Practice [12 hours]

(a) Underwriting: Health Insurance underwriting - What & why of health insurance underwriting – Factors impacting morbidity - Basic principles of underwriting (Uberrima fides)- Insurable interest - Indemnity - Contribution clause - Proximate cause- Documents used for underwriting - The underwriting process - Numerical Rating method of underwriting - Advantages & Disadvantages of the Numerical Rating Method - Types of underwriting decisions taken - General Exclusions & Standard Exclusions - Group Health Insurance - Lapsation

(b) Health Insurance policy forms and clauses: Health insurance contracts - Insurance contracts vs. other contracts - Proposal forms used in health insurance - Comparison of proposal forms & questionnaires of health insurance with Personal Accident insurance - Life insurance & Group Insurance - Commonly used clauses in health insurance - Pre-existing diseases and exclusions - Cancellation Clause - Renewability clause - Standardization of definitions - forms - non-medical expenses in health insurance - standardization w.r.t. treatments (STG)

(c) Health insurance data, pricing & reserving: Importance and use of data in health insurance for insurers - regulators - government - TPAs and other stake-holders - Data mandated from insurance companies by regulators - data warehousing - Collection and collation of data - Data interpretation and advanced analysis of data - Insurance Information Bureau - Actuarial function in health insurance companies - Actuarial techniques - Fundamentals of pricing - Claim reserving - Data and data modeling

Module 3: Regulatory and legal aspects of health insurance: [12 hours]

(a) Health insurance and relevant regulations - Need for regulations in health insurance - Various kinds of risks in health insurance - Regulatory structure - Licensing and registration - Types of regulations - Enforcement of regulations - Monitoring activity by regulators - Prevention of misspelling - Health insurance regulations in India - Policy holder's regulation and Grievance redressal system - health insurance for rural and informal sector workers - Role of IRDA in initiatives for standardization - Pre-existing diseases (PEDs) - renewability of health insurance policies

(b) Customer service in health insurance: Consumer protection & policy-holder's protection - Claim servicing - types of cashless claims - Grievance redressal - survey on grievance redressal

Module 4: Specialized Areas [12 hours (3+9)]

Health Insurance fraud: Introduction - Causes and effects of frauds - Classification of frauds - health insurance frauds vs. general insurance frauds - types of frauds by consumers - stages of insurance frauds - cash defalcation - types of fraud during the contractual period and claims stage - methods to combat and mitigate insurance frauds - technology and process interface - initiatives by IRDA and industry

Reinsurance: Definition of reinsurance - utility of reinsurance - health insurance and reinsurance models - products supported by reinsurers - white labeling - social reinsurance - annual reinsurance programme

Text Book:

- "Health Insurance Practice" (2012), Study Course, IC-35, Insurance Institute of India Publication. (All Modules)

References:

- 1) Black, Kenneth Jr. & Harold Skipper Jr. (2000): *Life and Health Insurance*, 13th edition, Prentice Hall. (Modules - 2 & 4)
- 2) Doorslaer, van E., O'Donnell O, Rannan-Eliya R.P., Samanathan A, Adhikari S.R. , Garg CC et al. (2006): "Effect of Payments for Health Care on Poverty Estimates in 11 Countries in Asia, An Analysis of Household Survey Data", *Lancet*. (Modules 1 & 3)
- 3) Gregg Davis. W., O.D. Dickerson (1959). *Life and Health Insurance handbook*, Health Insurance (Modules 3 & 4)
- 4) Health Insurance Association of America (2000): *Health Insurance Primer*, Study Guide Part A - American Health Insurance Plans, Washington D.C., Health Insurance Association of America. (Modules - 2,3 & 4)
- 5) Health Insurance Association of America (2001): *Health Insurance nuts and bolts*, Study Guide part B, American Health Insurance Plans, Washington DC., Health Insurance Association of America. (Modules - 2 & 4)
- 6) Wickman, J. M. (1965): *Evaluating the Health Insurance Risk*, National Underwriter Co. (Module -2)

HI-07 - Health Insurance Marketing and Operations (HIMO) - 48 HR

Objectives:

This course aims to provide a detailed understanding on the following:

1. Significance and concepts of Marketing of Health Insurance Products by General & Life Insurers
2. Policy Administration & Customer Management in Health Insurance
3. Usefulness of Data Management, MIS & Analytics in Health Insurance
4. Need & Role of IT in Health Insurance Operations
5. Performance of Social & Government health insurance schemes

Module 1: Marketing and Distribution of Health Insurance Products [12 hours (6+6)]

Marketing by Life Insurers: Basics of Service Marketing - Product Life Cycle - Market segments for life insurers - predominant channels of distribution - agency - bank assurance - internet - challenges of marketing for life insurance distribution network

Marketing by General Insurers: Market segments for health insurance - retail - group - mass - government schemes - Channels of distribution - agency - broker - internet - direct - bank assurance - work site - product vs. channel - respective challenges - processes –training - efficiency

Module 2 (a): Health Insurance - Policy Administration [6 hours]

Setting up policy administration - issuance - renewal - endorsements - cancellations - premium collection and accounting for different products - segments - channels - reinsurance accounting

Module 2 (b): Health Insurance - Customer Management [6 hours]: Customer support services - walk-in - on-site - call center- helpline - portal based - grievance and complaint management - legal and regulatory provisions - consumer and policy holder protection - remedies - Ombudsman

Module 3 (a): Health Insurance - Data management and warehousing [6 hours]: Standard formats and data elements, collation, use and repository - requirements of underwriting - claims - actuarial - operations

Module 3 (b): Health Insurance - MIS & Analytics [6 hours]: Standard reports - MIS formats - use and application - operational - managerial and strategic reports and analytics

Module 4 (a): IT for Health Insurance Operations [6 hours]: Need and role of IT in health insurance operations - validations - operational efficiency and cost optimization - IT interface and architecture - web enabled platforms - standard operating procedures - electronic and personal health records

Module 4 (b): Social Health Insurance, Government and Mass Schemes [6 hours]: Role of government in health care provisioning and financing - CGHS - ESIS - social health schemes - community based health insurance schemes - micro insurance schemes - Rural and Informal Sector reforms - respective coverages and operating models - monitoring and control mechanisms - Rural and Informal sector initiatives - New Universal Health Scheme for all

Government health insurance scheme - RSBY: Scheme details - cover - publicity and awareness - beneficiary enrolment - smart card operation - premium collection - provider networking - claims management - IT platform - data and analytics - fraud control

Text Book:

- “Health Insurance Marketing and Operations” (2012), Study Course, IC-37, Insurance Institute of India Publication. (All Modules)

References:

1. Ball, Marion J and Judith V Douglas, (1999): *Performance Improvement through Information Management*, Springer-Verlag, New York. (Modules - 3 & 4)
2. Black, Kenneth Jr. & Harold Skipper Jr. (2000): *Life and Health Insurance*, 13th edition, Prentice Hall. (Modules - 2, 3 & 4)
3. Brown, Montague (1992): *Health Care Management*, Jones & Bartlett Learning. (All Modules)
4. Doorslaer van E., O'Donnell O, Rannan-Eliya R.P. , Samanathan A., Adhikari S.R. , Garg C.C. et al. (2006): “*Effect of Payments for Health Care on Poverty Estimates in 11 Countries in Asia*”, *An Analysis of Household Survey Data*, Lancet. (All Modules)

HI-03 (R) - Health Insurance Claims Management (HICM) - 48 HR

Objectives:

This course aims to provide a detailed understanding on the following:

1. Understanding diseases from an Anatomy point of view
2. Understanding claims process
3. Appreciating roles of claims related intermediaries
4. Understanding concepts and practices of claims management

Module 1: Introduction to relation of Human Anatomy with diseases and Health Care System (6 Hours):

Organization of human Body Systems - Classification of Nervous system - Common infections - Infections of the human body - Common conditions that affects the human body - Functional units of a hospital - Units of a hospital - healthcare.

Module 2: Claims Management in Health Insurance (12 Hours [8+4]):

(a) Health Insurance Claims Process: Claims management in insurance - management of health Insurance Claims - Claim process - Domiciliary hospitalization - Pre-existing illnesses - Initial time-period exclusions - conditions with respect to the claims - Payment of claim - health insurance claims - Claims Reserving

(b) Claims under various Health Insurance Schemes: Rashtriya Swastha Bima Yagna - Claims Management - Personal Accident - Claim documentation - Claims Management - Overseas Travel Insurance - Claims: Achieving customer service excellence

Module 3: Role of Third Party Administrators in Health Insurance Claims (8 Hours):

Role of Third party administrators, Definition, Concept of Third Party Administration, Regulations governing TPAs, Scope and relationship between insurer and TPA, Cashless access services, Customer Relationship and Contact Management, Functioning of the TPA, Managing relationship between TPA and service providers, Providing professional customer service, Monitoring TPAs performance.

Module 4: Provider Network Management (6 Hours):

Services of the provider network, Economics of Patient Safety, Classification of providers, and Classification according to individual based or facility based providers, Accreditation and categorization of facilities, Provider Network Concept, Costing of healthcare in India, Network management and control.

Module 5: Claims Management (10 Hours [4+6]):

Cost Containment: Cost control, Need for cost control, Importance, Cost Control Measures

(a) Clinical Audit & Healthcare Management: Clinical audit, Scope of Clinical Audit, Scope of Medical Management, Concept of Medical Management for Health Insurance, Tools for Medical Management, Suitability of case management, Healthcare management

Module 6: Fraud And Abuse Control (6 Hours): Fraud and abuse in health insurance, Definition, Reasons behind fraud, Types of fraud, Parties involved in fraud and abuse, Detection, treatment and prevention of fraud and abuse, Verification and investigation.

HI-08 - Health Insurance Project Work (HIPW) - 280 HR

All candidates are required to submit a project report at the end of term II.

Project Work: Requires around 280 hours of work including desk research, interviews, participation in academic events, field work, discussions with guides / mentors and report writing

All candidates are required to submit a project report at the end of term II. The candidates are required to choose the topic for the project work based on their areas of interest within the broad area of Health Insurance. The candidate must get the topic and the brief synopsis (Project proposal) stating the objective, scope and methodology approved by the Institute before proceeding to work on it. Every candidate is required to have a supervisor (mentor) for the project work who will guide, supervise and certify the project work. Ideally, the mentor would be a senior person in the candidates' office/ college who has adequate academic/ professional knowledge in the proposed Project Work. The candidate would have to submit details of his proposed mentor (with a consent letter) in a structured format for the Institute's prior approval. In case of necessity, the institute would facilitate the candidate in selecting a guide.

The candidate is required to complete the work within the period specified for the purpose. Extension shall be given to candidates only under extenuating circumstances with specific approval by the Course Governing Board which will have representatives of Mumbai University and Insurance Institute of India. Candidates would be provided with an opportunity to attend a briefing session on research methodology before Term II in case a need is felt for same. Attendance for these sessions would be optional.

Formats for submission of project proposal, project report and other requirements of the project submission shall be communicated to the candidate in due course.

Insurance Institute of India will conduct the above Post Graduate Diploma Programme in academic collaboration with the Department of Economics (Autonomous), University of Mumbai.

The Programme will be held over a period of one year - Two Terms

The course is designed primarily for candidates under the jurisdiction of the University of Mumbai (MU), which will be open to all eligible candidates across the country. The course delivery will essentially include **forty eight hours** of classroom delivery for each of seven papers of the course and Project work. The mode of evaluation for the papers would be end term examinations that would be conducted at the end of each term and viva for the Project work. Medium of Instruction and Examinations will be English.

Candidates are expected to attend class-room sessions and submit assignments, if any given to them. Briefing sessions will be conducted at College of Insurance, Insurance Institute of India, BKC, Mumbai on weekends (Saturday and Sunday) for 6 hours on each day for 16 weeks.

On completion of the programme, the Candidates shall be entitled to receive PG Diploma jointly issued by the Department of Economics (Autonomous), University of Mumbai and Insurance Institute of India.

Part II

Fee Structure

Sr. No.	Particular	Amount (₹)
1	Tuition Fees	35250
2	Library Fees	1000
3	Study Material fees	5000
Total (1 to 3)		41250
4	Examination and marks statement Fee	2300
5	Refundable library Deposit	1000
Grand Total		44550

Enrolment, Eligibility and registration fees will be charged separately as follows

Sr. No.	Particulars	Amount (₹)
1	Enrolment fees (other than University of Mumbai)	220
2	Eligibility fees (for Universities in Maharashtra)	220
	Eligibility fees (for Universities outside Maharashtra)	320
3	PG registration Fees	825

Scholarship

"GIC Re-III Vima Vidya Visharad"

The General Insurance Corporation of India (GIC-Re) has announced a Scholarship Scheme exclusively for III-PGDHI Course whereby registered students having income (individual and family combined) of less than ₹3 Lakhs per annum can be considered for a limited number of scholarship (subject to conditions). The Scholarship would cover 100% of course fee.

Cash Prize

The 1979 batch of GIC Direct Recruit Officers (GIC DRO) has instituted a cash prize of ₹15,000/- to the best performing candidate of III-PGDHI.

Part III

Rules

1.0 Standing Committee

1.1 A Standing Committee (SC) consisting of two members each from DOE & III would be constituted with a view to efficiently administer the programme. The committee shall have the mandate for:

- (a) To conduct the programme as per the rules of University of Mumbai (UoM)
- (b) Selection of teaching/visiting faculty.
- (c) Conduct of examination including the appointment of examiner

2.0 Commencement and Duration

2.1 The Programme consists of two terms of six months duration each and shall commence from the Academic Year 2013-14 of the University of Mumbai. Classes shall be conducted from 0900 hrs. to 1700 hrs. on weekends (Saturday and Sunday) at Insurance Institute of India, Bandra-Kurla Complex, Mumbai - 400 051.

3.0 Academic Calendar

- 3.1 Term I : Early July to end October
- 3.2 Term II : Mid December to Mid-April
- 3.3 Project work : Early January - End of February (8 weeks)

4.0 Examination

- 4.1 Term I : 2nd week of Nov
- 4.2 Term II : 1st week of May

Note: Academic calendar published at the beginning of the year/term shall indicate the dates of commencement and ending of the terms, and the programme for conduct of examination.

5.0 Qualification and Selection of Faculty

5.1 The faculty would comprise of Experts from Industry who are specialized in the area of Health Insurance and Academia. The faculty is identified and drawn from the existing full time faculty (who have been appointed as per UGC Norms), adjunct faculty at College of Insurance and Empanelled guest faculty from Industry and Department of Economics, University of Mumbai.

6.0 Refund of Fees

6.1 All fees paid by a Candidate at the time of admission including the library deposit shall be refunded to him/ her after deduction of ₹ 1500/- only, as administrative charges, if he/she

informs the Institute in writing before the date of commencement of the **Term 1** that he/she desires to cancel his / her admission.

- 6.2 If a Candidate informs the Institute in writing after commencement of the **Term 1** that he/she desires to cancel his/her admission, no fees shall be refunded except the Library Deposit.

7.0 Admission Procedure

- 7.1 **Publicity:** III shall publish the admission notice prominently through Media, III website/University website and also through word of mouth including all other possible means at least two months before the commencement of programme.

- 7.2 **Application form and Brochure:** Brochure and Application form shall be prepared by III by incorporating the updated information in consultation with DOE, (UoM). These are to be made available to the interested candidates.

- 7.3 The interested candidates should submit their application on the prescribed form along with all the necessary enclosures within the due date specified.

- 7.4 III shall accept only duly completed application forms along with all the necessary enclosures as mentioned in the application form and assign them a unique inward number in the order of submission.

- 7.5 Applications received after the due date shall be rejected unless the Standing Committee subsequently extends the date for submission of application beyond the due date.

8.0 Selection Procedure

- 8.1 If the seats available to number of applications received proportion is less than 1:2, after scrutiny of applications, all the eligible candidates would be called for an interview. If the application received exceeds the limit specified above i.e. 1:2, then the eligible candidates would be shortlisted using the criteria of merit in their previous academic qualifications and the work experience where the weightage to given to academic qualifications and work experience in the ratio of 60: 40 and selection process of such short-listed candidates would be through an interview. All eligible candidates shall be intimated the date of interview through the email id provided by them in the application form. The Interviews should be held approximately within 2 weeks of the last date for submission of duly completed application.

- 8.2 Interview panel shall consist of one nominated member from III and DOE, (UoM).

- 8.3 The candidates to be adjudged in the interview on the following points:

(a) Oral Communication	- 40 Marks
(b) General knowledge	- 40 Marks
(c) Work Experience/Domain Knowledge	- 20 Marks
Total	- 100 Marks

(Marks for work experience shall be awarded @ 5 marks for each years of experience to a maximum of 20 Marks)

- 8.4 The final selection to be based only on the merit in the personal interview.
- 8.5 On compilation of the interview results. III shall display the final selection list on the Institute Notice board, website of the institute and also intimate all the selected candidates individually through their email ID.
- 8.6 III shall complete the admission formality by accepting the prescribed fees and relevant certificates as required as per the rules of University of Mumbai.
- 8.7 In the event of the selected candidates failing to take admission and pay fees within the due date, admission will be given to the candidates next on the final selection list.

9.0 Eligibility Clearance

- 9.1 The rules for obtaining eligibility clearance for Candidates graduated from outside Universities shall be same as presently followed by the UoM.

10.0 Submission of Application forms for Admission to the University

- 10.1 **III shall submit the duly completed application forms for Admission in respect of all the candidates who have obtained admission to DOE and remit the University share of fees.**

11.0 Attendance

- 11.1 Attendance shall be compulsory at all tests / examinations, tutorials, seminars and guest lecturers as per the Institute timetable displayed on the Notice Board. The attendance and the assessment of assignments etc. shall be taken into consideration while grading Candidates and deciding the eligibility for the final examination.
- 11.2 Under Ordinance 119 of UoM, the minimum attendance necessary for keeping term is 75% of the days on which lectures are delivered in the First Term and Second Terms separately. Candidates shall note that if they fail to satisfy the above requirements, they shall not be permitted to appear for the Institute / University examination. Such Candidates shall have to take fresh admission after payment of requisite fees and keep fresh term.
- 11.3 No request for relaxation or condoning the lapses in attendance shall be entertained on whatsoever grounds by III.

12.0 Examination

- 12.1 Examination for the 1st Term and 2nd Term shall be held in the second week of November and first week of May each year respectively. Candidates meeting the eligibility criteria of attendance as per the University rule only shall be permitted to appear for the examination.

13.0 Application for Examination

13.1 Each of the candidates shall have to fill a prescribed application form for the examination. The last date for receipt of the application form shall be displayed on the notice board. Late submission of examination application form beyond the stipulated date shall attract a late fee of ₹ 100/- per paper

14.0 Appointment of Examiners

14.1 **The Chief Coordinator of Examination (CE) appointed by the SC shall be overall responsible for the conduct examination as per the specified programme.**

14.2 CE shall appoint the paper setter / moderator for each of the subjects under each term and fix their remuneration.

14.3 Each of the examiners shall have to set two sets of question papers, strictly adhering to the syllabus for the subject and submit these to CE and also give model answers including scheme of evaluation.

14.4 These question papers shall be screened/ reviewed/ vetted by III and one set out of the two sets shall be selected by it.

15.0 Conduct of Examination

15.1 III on receipt of completed exam application forms shall scrutinize the application forms, specifically regarding the criteria on attendance and those applications fulfilling the criteria and allot seat numbers to the respective candidates. III shall also issue hall tickets to such Candidates.

15.2 The examination will be conducted on specified days and time stipulated by the Standing Committee and gets the worked answer books evaluated by approved paper setters/moderator

15.3 Moderation of results shall be done by III as per the rule of UoM.

15.4 CE shall also be responsible for preparation of results and get them approved by SC and forward the same to DOE for declaration.

15.5 III shall Conduct Examinations of all the Subjects of Term I and II twice in a year i.e. in the first academic year of launching the course examination of 4 subjects of Term I would be conducted as per schedule given above; in term II, the examinations for the subject in term II would be held as per the schedule and examination in 4 subjects of term I would also be conducted for those candidates who have failed in Term I. Second academic year onwards, the examinations would be conducted for all the subjects would be conducted in each term.

16.0 Standards of Passing

16.1 At the end of each Term, III shall conduct a regular examination in all courses.

16.2 The conditions of passing and proceeding to the next term are enumerated in the following Table:

Sr. No.	Condition	Outcome	Action Required
a.	Scores at least 40% marks in each of the Courses of the term and 50% marks in aggregate at the end of that Term Examination. (Applicable for Term I and II)	Declared as Passed	
b.	Scores less than 40% marks in more than 2 Courses in the end of First Term Examination, and gets less than 50% marks in aggregate at the end of First Term Examination.	Declared as failed in those Courses and also in that Term. Not permitted to go to next term.	Permitted to appear in the subsequent examination; shall be declared as passed in that Term only if he/shall satisfy overall passing conditions listed in 'a' above.
c.	Scores 40% or more marks in each Course but fails to score an aggregate marks of at least 50% marks in the end of First Term Examination.	Declared as Pass in that Course, but Declared as failed in that Term. Permitted to proceed to Term II in the same academic year.	Permitted to appear in the subsequent examination, in maximum of two Course(s) of his/her choice so as to make up the aggregate score of marks of at least 50% and shall be declared as passed in that Term only if he / she satisfies overall passing conditions listed in 'a' above.
d.	Scores less than 40% marks in less than two Courses and scores an aggregate marks of at least 50% marks in the end of the First Term Examination.	Declared as failed in those courses and that Term. But Permitted to proceed to Term II in the same academic year.	Permitted to appear in the examination in the Courses he/she has failed and shall be declared as passed in that Term only if he/shall satisfy overall passing conditions listed in 'a' above.
e.	Scores less than 40% marks in more than two Courses and scores an aggregate marks of at least 50% marks in the end of First Term Examination.	Declared as failed in those courses and that term; But Permitted to proceed to Term II in the same academic year.	Permitted to appear for examination, in the Courses he/she has failed and shall be declared as passed in that Term only if he/she satisfies overall passing conditions listed at 'a' above.
f.	Scores less than 40% marks in more than two Courses in the end of First Term Examination and appears in the re-examination but scores less than 40% marks again	Declared as failed in those courses and that term;	Permitted to appear in the Courses he/she has failed in subsequent examination conducted, until the upper limit of number of attempts is reached.

	in more than 2 courses		
g.	Scores less than 50% marks in the Project work, (all components of project put together); but secures an aggregate of 50% marks in Term II	Declared as failed in Project Work and also in that Term	The candidate has to re-submit the Project work till he gets 50% of marks, within the time period where admission is valid.
h.	Scores more than 40% marks in each of the course in the term II examination but fails to get an aggregate of 50% marks (including the project Work) in that term	Declared as pass in the specified course, but Declared as failed in the Term II	Permitted to appear for examination, in the Courses he/she has failed and shall be declared as passed in that Term only if he/she satisfies overall passing conditions listed at 'a' above.
i.	Scores less than 40% marks in the examinations at the end of Term II; but scores an aggregate marks of at least 50% marks in the end of the term II.	Declared as Fail in those Courses and term;	Permitted to appear for examination, in the Courses he/she has failed and shall be declared as passed in that Term only if he/she satisfies overall passing conditions listed at 'a' above; no re-submission of Project would be required

16.3 All the matters of Dispute related to examination, revaluation, declaration of results and the like shall be forwarded to the SC and the decision of the SC would be final and binding in all such cases. No further appeal shall be permissible.

16.4 The Candidate would be provided a maximum of 3 academic years (six terms in all including the first and second term in the year of admission) to pass all the subjects with 40% marks individually and secure an aggregate of 50% marks in each of the Term I and Term II. If any candidate is not able to meet the criteria of passing in these attempts, no further attempts would be permitted; the Candidate's admission shall be cancelled, the Candidate would require to be re-admitted through the regular process if he wishes to rejoin the course and start afresh; no subjects/attendance would be carried forward in this case.

16.5 **Candidates who successfully complete the program shall be issued mark list for each Term and awarded the Post Graduate Diploma in Health Insurance by the UoM. The rules of the University shall be followed in awarding Class / Distinction.**

17.0 Unfair Practices

17.1 Any candidate who practices / resorts to "Unfair Practice" as outlined/ enumerated by University of Mumbai shall be treated and undergo the same procedures as per the guidelines laid down by the University of Mumbai for the said purpose.

18.0 Revaluation of Answer Books

18.1 Rules and procedures for revaluation of answer books of Term and examination will be same as that of UoM.

19.0 Carrying over of Term

19.1 If a Candidate is not able to join Term II of the same academic year due to medical reasons/ failure in the First Term / exigencies of his service in case of working Candidates, he/she is permitted to join Term II of the next academic year, provided he/she :

19.1.1 has taken prior permission of the Institute.

19.1.2 is eligible for admission to Term II.

19.1.3 has produced adequate proof of his/her inability to join Term II in the same academic year.

20.0 Discipline

20.1 Conduct of the Candidate in their classes as well as in the premises of the institute shall be such as would cause no disturbance to fellow Candidates or to other classes.

20.2 Candidates shall not loiter about or congregate in Institute while the Classes are in progress.

20.3 Candidates shall do nothing either inside or outside the Institute that will in any way interfere with its orderly administration and discipline.

20.4 Candidates shall take proper care of the Institute property and help in keeping the premises neat and clean. Any damage done to the property of the Institute will have to be made good by the Candidate concerned.

20.5 Candidates shall, in their own interest, read the notices including the notice containing rules placed on the notice board/website from time to time.

20.6 Candidates shall not engage themselves in any political work in the Institute premises.

20.7 Candidates shall not divulge or communicate without previous permission of the Standing Committee, any information or write about any matter related to the institute administration/UoM to the press.

20.8 If, for any reason, the continuance of a Candidate in the Institute is, in the opinion of the Standing Committee, detrimental to the best interests or discipline of the Institute, he may direct such Candidate to leave the Institute. The decision of the Standing Committee (DoE, UoM) shall be final and binding.

20.9 Students joining the Institute are required to abide by all the rules, regulations and instructions that may be issued by the Institute authorities from time to time and to submit to the moral enforcement of the same to the satisfaction of the Institute authorities, whose decision in all matters shall be final and the same not be called in question on any ground whatsoever.

20.10 The rules and regulations of III-Library shall be separately intimated to the candidates and they are required to strictly adhere to it.

21.0 Special Attention

21.1 If at any stage it is found that a candidate does not satisfy the eligibility criteria or the information furnished by him/ her in the application is incorrect, his/her application or admission to the programme shall stand cancelled.

21.2 Candidates appearing for the written test/ Group Discussion / Personal Interviews, if conducted, shall do at their own cost.

21.3 The information and syllabus given in the Hand Book is subject to change as governed by the University and the Institutes Rules and Regulations. Such changes shall be displayed on the Institute's Notice Board/website

22.0 About Insurance Institute of India:

22.1 Established in 1955, Insurance Institute of India [III] is a membership based organization dedicated solely to building insurance professionalism and providing insurance certification to the insurance industry of India, a major part of Asia and Africa. III has 91 Associated Institutes and 17 Accredited Learning Centers spread across the country and 3 Affiliated Institutes abroad [in Sri Lanka and Bhutan]. With membership strength of more than 2, 30,000, the Institute has carved out a niche for itself as the hub of insurance education and training for over the last five decades. Growing and changing with times, the Institute has been able to retain its undisputed leadership as the educational and examination service provider for insurance professionals in the country, the SAARC Region and beyond.

22.2 College of Insurance, established in 1966, as the training wing of the Institute, is a SAARC recognized centre dedicated to Insurance Training and Research. Its objective is to assist the insurance industry to acquire the knowledge, skills and expertise required to meet the growing needs of multiple customer Regular training programs cover technical and managerial areas of insurance for participants at various levels of management. The College has its full-time faculty recruited as per UGC norms and part-time faculty members who are supported by a large number of on-call visiting faculty including renowned experts with rich industry experience in various specialized areas of insurance.

22.3 Conventional training programs in technical areas of life and non-life insurance are gradually being replaced by specialized, need-based and customized training programs on topics like project insurance, aviation insurance, regulatory compliance and health insurance fraud. There are programs covering behavioral areas, leadership and communication as well.

22.4 III conducts a few programs at the behest of the Insurance Regulatory and Development Authority (IRDA) for purposes of licensing agents, brokers and surveyor

22.5 III has its own spacious premises with state of art technology enabled classrooms, hostel accommodation for its trainees and well stacked and updated library facilities at 'G' Block, Plot C-46, Bandra-Kurla Complex, Bandra (E), Mumbai-400051.