



ANNUAL REPORT

2014-15

Prepared on behalf of the Board of Management in pursuance of section 39 of the IIHMR University Act, 2014.

IIHMR Campus
Photos

They can
Because they think they can

- Virgil

Abbreviations

IIHMR	Indian Institute of Health Management Research
SPM	School of Pharmaceutical Management
SRM	School of Rural Management
JHU	Johns Hopkins University
ICDS	Integrated Child Development Services
NCD	Non-Communicable Diseases
MDP	Management Development Programmes
PDC	Professional Development Courses
PHC	Public Health Centre
UNICEF	United Nations International Children's Emergency Fund
IIPS	Indian Institute of Population Sciences
GAIN	Global Alliance for Improved Nutrition
MPH	Master Public Health
NRHM	National Rural Health Mission
NUHM	National Urban Health Mission
HUP	Health Urban Poor
PDS	Public Distribution System
ISEC	Institute for Social and Economic Change
ISSNIP	ICDS Systems Strengthening and Nutrition Improvement Project
IMR	Infant Mortality Rate
MMR	Maternal Mortality Rate
AICTE	All India Council for Technical Education

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PHOTO

(Chairman- -----December 7, 2015)

The IIHMR University pays homage to its departed visionary Shri M L Mehta who always guided in treading the path less travelled.

The University

The IIHMR University has been established by Government of Rajasthan under University Grants Commission Act, 1956 vide IIHMR University Ordinance, 2013 (Ordinance No 30 of 2013) promulgated on September 27, 2013 by the Governor which was replaced by IIHMR University Act, 2014 (Act No 3 of 2014) passed by the state Legislature on February 07, 2014. The Act of 2014 received the assent of the Governor on 25th day of February, 2014 and finally notified in Rajasthan Gazette extraordinary on February 26, 2014.

Genesis

The genesis of IIHMR University dates back to October 5, 1984 when its sponsoring body, the Indian Institute of Health Management Research (IIHMR) was established and registered as a nonprofit Society under the Rajasthan Societies Registration Act, 1958. The Institute was established with a Mission of improvement in standards of health through better management of health care and related programs through management research, education, training and consultation, institutional networking in a national and global perspective. IIHMR successfully created and established a new discipline of health management in the country and over last 30 years established itself as a unique research, education and training organization in India and South- East Asian Region. After having pursued the cause of management research, academics and capacity building exclusively in the health sector for about three decades, now the IIHMR has been incorporated as a Research university by the state of Rajasthan.

Objects of the University

As defined in section 4 of the IIHMR University Act, 2014, the object of the University shall be to undertake only post graduate education and research in the disciplines specified in schedule II and such other disciplines as the University may with prior approval of the state Government, determine from

time to time and to achieve excellence and impart and disseminate knowledge in the said disciplines.

Endowment Fund

The university has deposited Rs. Two Crore in the P D account with the State Government on September 11, 2013 in pursuance of Section 8 of the IIHMR ordinance, 2013. This endowment fund will be used as security deposit to ensure that the University complies and functions with the provisions of the Act. The income from the Endowment may be utilized for development of infrastructure of the University.

The Mission

The IIHMR University is primarily dedicated to improvement in standards of health through better management of health care and related programs. It seeks to accomplish this through management research, training, consultation, and institutional networking in a national and global perspective.

Thrust Areas

The University is engaged in policy issues, program planning and management and capacity building mainly in the health sector. It undertakes research, training and consulting activities in the following areas:

- Primary Health Care
- Health and Hospital Management
- Pharmaceutical Management
- Population and Reproductive Health and Evaluation
- Health Economics and Finance
- NGO Management and Networking
- Program Management

Capabilities

- Management Research, Education and Training
- Design and Conduct Management Training for Health Sector

- Networking and Institutional Capacity Development
- Project Management
- Operations Research and Evaluation
- Economic and Financial Analysis
- Survey Research
- Social Assessment
- Quality Assurance
- Health Sector Reforms
- Program Evaluation

Collaborations

The University has been instrumental in setting up collaboration and networking globally with various national and international organizations and universities to promote public health education in the health sector. The University takes pride in having technical tie-ups with the following prestigious institutions and organizations:



IIHMR University is a WHO Collaborating Centre for District Health System Based on Primary Health Care for its excellence in health management research, training and educational programs. As the collaborating centre of WHO SEARO, the Institute works in the areas of organization and management of the health system, strengthening the district health system, quality management in health care, operations research, and health sector reforms. The Institute operates as a resource centre; organizes intra - and inter-country training programs; and collaborates with W.H.O. in monitoring and evaluation and provides expertise in health system management and research.



South-East Asia Public Health Education Institution Network (SEAPHEIN) has been created by the WHO South-East Asia Regional Office to promote collaboration and sharing of information and knowledge among the member

countries in the Region in pursuit of strengthening public health education and training. IIHMR is a founding and an active partner of the network and has signed agreements for collaboration with various institutions in SEAR countries to promote capacity building in public health, management and joint collaborative research.



To promote public health education in India, India Public Health Education Institution Network (India PHEIN) has been developed and promoted under the stewardship of WHO-SEARO. The Institute hosts the Secretariat of India PHEIN and playing a leading role in establishing the network to strengthen public health education in India.



IIHMR University and NIHFV have agreed to promote cooperation in education, training and research. The areas of co-operation include joint training; research; visits by an exchange of scholars, teachers and other staff; exchange of students for long and short term programs; exchange of research materials (reports, information, published papers etc.); and sharing of information through video conferencing.



The Afghan Public Health Institute (APHI), Ministry of Public Health, Afghanistan and IIHMR Jaipur have agreed to work together to promote management education, research and training in the health sector in Afghanistan.



ACTD is a registered non-profit, non-political and non-governmental organization working for the development and transformation of the civil society

in Afghanistan. ACTD was established in 2007 by a group of Afghan professionals to offer research, training and consultancy services in order to develop practically applicable knowledge. IIHMR has signed a MOU with ACTD to strengthen research, training, and consultancy services in health management areas in Afghanistan.



To establish and strengthen the capacity of the NGOs and the employees of the Government of Afghanistan, IIHMR has signed an agreement with IbnSina Afghanistan and working together to provide training in important health management areas, such as health policy planning and management, health care financing, policy for HIV/AIDS, project planning, implementation monitoring and evaluation, quality assurance and hospital management in Afghanistan.



The IIHMR University and the SAARC Tuberculosis and HIV/AIDS Centre (STAC) have technical tie-up for conducting training in the SAARC countries. The Institute has been instrumental in providing technical support to the STAC several trainings on Leadership & Strategic Management in SAARC region.



IIHMR University and Gulf Medical University (GMU), Ajman, UAE have agreed to launch various academic programs and short-term courses in healthcare management and other related areas in UAE. GMU is recognized as a standard bearer of excellence in medical education in the Gulf region delivering high quality medical education and training to professionals from 54 nations. The two organizations will jointly develop various education courses in Hospital Administration and Healthcare Management.



The collaborative arrangement with the SUPBIOTECH, Paris is aimed at the exchange of faculty and students and development of special programs and

internships. The collaboration calls for research and degree programs and conferences and workshops to be offered and conducted jointly.



IIHMR University and the University of Chester have signed an MOU for cooperation to enhance academic and research opportunities for the staff and students and also to develop cultural linkages between both the institutions in the field of public health.



To establish educational affiliation between the two organizations, the University has signed a Memorandum of Understanding with B.P. Koirala Institute of Health Sciences (BPKIHS), Nepal. The major areas of agreement include advice and consultancy on structural, academic, policy and procedural matters related to the establishment of a new School of Public Health, partnership to support the development of School of Public Health, support in curriculum development in public health, exchange of faculty and training of faculty and staff in public health, participation and support in teaching training activities, student exchange, collaboration in research activities, collaboration in service and public health policy activities etc.



With a focus on public health capacity building in developing countries, cultivating students' health management skills to enhance the effectiveness and efficiency of public health programs and services, and preparing professionals for challenging careers in public health management in the public and private sectors, non-governmental organizations (NGOs) and national and multinational organizations, the Johns Hopkins University, Bloomberg School of Public Health and IIHMR have agreed to work together and has signed a memorandum of understanding in the area of research, education and training.

Governance

The University is governed and managed in accordance with the provisions of IIHMR University Act, 2014. The sponsoring body submitted a proposal before the State Government for incorporating the IIHMR to a research and postgraduate University. The Government got the proposal enquired by a Committee consisting of Vice Chancellor, University of Rajasthan, Director, College Education, Rajasthan, Jaipur, Dean Faculty of Management, University of Rajasthan, Jaipur, Superintendent, Sawai Man Singh Hospital, Jaipur and Dean, Faculty of Commerce, University of Rajasthan, Jaipur. After having obtained report from the Committee the State Government found it appropriate to Incorporate the IIHMR a a research University.

The Sponsoring Body:

The Indian Institute of Health Management Research, Jaipur was originally registered as the Society for Indian Institute of Health Management Research, Jaipur under the Rajasthan Societies Registration Act, 1958 (Act No. 28 of 1958) at Registration No. 356/1984-85 dated 5.10.1984 in the office of Registrar, Societies, Jaipur and its name was changed vide Registration No. 342, dated 30.6.1993, in the office of Registrar, Societies, Jaipur as Indian Institute of Health Management Research, Jaipur has been engaged in the field of health education and research since its inception. The IIHMR University is managed by the IIHMR society. As on today the composition of the IIHMR society is as under:

Composition of the Society

S. No.	Name	Address	Occupation	Designation in the Society/Trust
1.	Sh. D.P. Agarwal	Managing Director, M/s Transport Corporation of India Ltd., (TCI), TCI House, 69, Institutional Area, Sector -32, Gurgaon-122001 (Haryana)	Industrialist	President

2.	Shri M. L. Mehta (Passed away on December 07, 2014)	5, Keshav Vihar Gopalpura Bypass Jaipur-302020 (Rajasthan)	Management & Administrator	Secretary Vacant
3.	Dr. Ram S. Tarneja	Flat # 2102, Planet Godrej, AQUA-Tower II, K.K. Marg, Jacob Circle, Mahalaxmi, Mumbai 400 011	Management & Administrator	Member
4.	Dr. Ashok Agarwal	Trustee, Bhoruka Charitable Trust 1, Prabhu Dayal Marg, Sanganer Airport Jaipur –302 001 (Rajasthan)	Public Health & /Medical Professional	Member
5.	Sh. S.M. Dutta,	Peerless General Finance & Investment Co. Ltd., 11-A, Mittal Tower “A” Wing, 1st floor, Nariman Point, Mumbai 400 021	Management & Administrator	Member
6.	Sh. Basant Khaitan	Managing Director M/s Wires & Fabriks (S.A.) 63, Industrial Area, Jhotwada Jaipur 302012	Industrialist	Member

The Board of Management

The IIHMR University is governed and managed by the Board of Management. As per the provisions of the Act, the Board of Management shall be the principal executive body of the University. All the movable and immovable property of the University shall vest in the Board of Management. It provides general superintendence and directions and control the functioning of the University by using all such powers as are provided by this Act or the Statutes, Ordinances, Regulations or rules made there under.

It has the powers to review the decisions of other authorities of the University in case they are not in conformity with the provisions of this Act or the Statutes, Ordinances, Regulations or rules made there under; the budget and annual report of the University is also approved by the Board. It lays down the policies to be followed by the University; it recommends to the Sponsoring Body about the voluntary liquidation of the University, if a situation arises when smooth functioning of the University does not remain possible, in spite of all efforts.

The first Board of Management of the University was constituted on November 18, 2013 for two years. The composition of the Board of the University is as under:

Board of Management

S #	Names	Profession	Full Postal Address
1.	Shri M.L. Mehta, IAS (R) Chairperson (Passed Away on December 7, 2014)	Management & Administrator	5, Keshav Vihar Gopalpura Bypass Jaipur – 302017 Email: mlmehtajai@gmail.com
2.	Dr. Ashok Agarwal, Member	Public Health & / Medical Professional	Bhoruka Charitable Trust 1, Prabhu Dayal Marg Near Sanganer Airport Jaipur-302029 Tel. 0141-3924700 Email : ashokjai@gmail.com
3.	Shri Anand Agarwal Member	Businessman	ABC India Ltd. 40/8, Ballygunj Circular Road Kolkata - 700 019 Tel. 033- 24614184 Email : anand.agarwal@abcindia.com
4.	Dr. Ashok Pangariya Member	Medical	SMS Medical College, Jaipur Raj Niketan, 7, Moti Doongri Road Jaipur 302004 Ph. 2620-585/744 (R) drapmemberpb@gmail.com
5.	Dr. Malovika Pawar, IAS (R) Member	Management & Administrator	Deptt. of Social Justice, Govt. of Rajasthan Keshav Vihar, Gopalpura Bypass Jaipur 302018 Email: malo_nl@yahoo.com

S #	Names	Profession	Full Postal Address
6.	Dr. Sudarshan Jain Member	Pharmaceutical Management Expert	Abbbott Healthcare Pvt. Ltd. 1st Floor, D Mart Building Goregaon – Mulund Link Road, Mulund (W), Mumbai 400 080 Tel +91 22 3953 7094 Email : sudarshan.jain@abbott.in
7.	Shri Vivek Sawant Member	IT Expert	Maharashtra Knowledge Corporation Ltd. <u>ICC Trade Tower, 'A' Wing, 5th Floor, Senapati Bapat Road, Shivajinagar</u> <u>Pune 411 016, Maharashtra</u> Tel : +91 20 4011 4500 / 4501 Cell # +91- 98220 52914 Email : md@mkcl.org
8	Shri Hemant Kaul Member	Financial Expert	A/105 , Atray Path Near Manu Hospital & Opp Classic Hotel, Shyam Nagar, Jaipur Cell # 07665199995 Email : hemantkaul@yahoo.com
9 .	Shri Shravan Sahani, IAS Member	Administrative Service	Department of College Education Block-IV, Dr. S. Radhakrishnan Shiksha Sankul, Jawahar Lal Nehru Marg. Jaipur- 302015 Phone: 2706847 Email: n_j2@rediffmail.com
10 .	Dr. S.D. Gupta Member	Public Health Expert and Educationist	President IIHMR University 1, Prabhu Dayal Marg Near Sanganer Airport Jaipur 302 029 Phone: 3924700, Extn 711 Email: sdgupta@iihmr.edu.in
11.	Dr. P.R. Sodani Member (Faculty nominee)	Health Economist and Educationist	Faculty Member IIHMR University 1, Prabhu Dayal Marg Near Sanganer Airport, Jaipur 302 029 Email: sodani@iihmr.edu.in

S #	Names	Profession	Full Postal Address
12.	Dr. Anoop Khanna Member (Faculty nominee)	Sociologist and Educationist	Faculty Member IIHMR University 1, Prabhu Dayal Marg Near Sanganer Airport. Jaipur 302 029 Email: anoop@iihmr.edu.in
13.	Mr. Bajrang Lal Sharma Registrar, Member-Secretary	Service	IIHMR University 1, Prabhu Dayal Marg, Sanganer Airport Jaipur – 302 029 Email: bajrang@iihmr.edu.in

Shri M L Mehta, the Chairman of the Board passed away on December 07, 2014. Presently the post of the Chairman of the University is lying vacant. The sponsoring body has started process of identifying an appropriate person for the vacant post. The Meetings of the Board are being held as per the provisions of the Act. The Board held its meetings on November 27, 2013, July 28, 2014, November 07, 2014 and February 21, 2015. The Minutes of the meetings are timely recorded and shared with the members.

The Statutes

The Board of Management Prepared the Statutes of the University and approved them in its meeting dated July 28, 2014. The Statutes have been sent to the State Government for approval on July 31, 2014. The Joint Secretary, Higher Education requested the University September 03, 2014 to modify the Statutes as per the Corrections made at appropriate places. The University Modified the Statutes and submitted before the Joint Secretary on September 11, 2014. The Statutes are still under consideration with the State Government.

The Academic Council

The Academic Council is the principal academic body of the University and subject to the provisions of this Act and the rules, Regulations, Statutes or Ordinances, made there under, it co-ordinates and exercises general supervision over the academic policies of the University.

It develops and approves the academic programmes, and syllabi of various full-time academic courses as per Schedule II of the Act. It shall be responsible for developing new courses keeping in view, the academic needs and advances in the disciplines mentioned in Schedule II of the Act;

It lays down procedures and qualifications for admission of the students to the University and their enrolment as such; It also decides on all matters regarding to the award of degrees, diplomas, certificates and other academic distinctions and to prescribe the minimum qualifications relating to the granting of the same; It decides on conduct of examinations including the terms of relevant offices and manner of appointment and the duties of examining bodies, examiners and moderators.

It also lays down modalities of cooperation and coordination with other Universities and institutions of higher education, national as well as international in the area of courses of study, research, consultancy, award of degrees/diplomas, exchange program of students/teachers and placement of students;

It advises on and review research work the academic policies and programmes of the University and considers important matters of academic nature on a reference from Faculty of Studies or referred to it by the President or the Board of Management and to take appropriate action thereon. It advises the University taking of such action(s) as is required for bringing about improvement in the academic standards of the University;

It develops Regulations for academic functioning, discipline, admission, fellowship, committees and other ancillary matters and performs such other tasks or activities as may be prescribed by the Statutes or directed by the Board of Management

The term of office of nominated members shall be two years. One-third of the Members of the Academic Council will retire every two years, and new Members will be nominated. The quorum shall be one third members of the Council and the Academic Council shall meet at least twice in a year. The composition of the Council in the University is as under:

S.#	Name & Designation	Organization	Status
1.	Dr. S.D. Gupta	IIHMR 1, Prabhu Dayal Marg, Sanganeer Airport, Jaipur – 302 029	President
2.	Dr. Ram Narain Executive Director	Kokilaben Dhirubhai Ambani Hospital & Medical Research Institute Four Bungalows, Andheri (W) Mumbai – 400 053	Member
3.	Mr. Arun Datta Senior Vice-President	Medanta Medicity Global Health Pvt. Ltd. Sector – 38, Gurgaon – 122 001, Haryana Mo. 09810838455 arun.datta@medanta.org	Member
4.	Dr. Bulbul Sood Country Director– India	JHPIEGO 111, Okhla Phase – III New Delhi – 110 020	Member
5.	Brig. N.S. Mani, DDGMS (P)	IHQ of MOD (Army) Adjutant General's Branch “L” Block, New Delhi – 110 001	Member
6.	Dr. Vivek Padgaonkar Director	Organisation of Pharmaceutical Producers of India Ganapat Rao Kadam Marg Lower Parel, Mumbai – 400 013	Member
7.	Mr. K. Shivkumar Managing Director & Vice- Chairman, OPPI	EISAI Pharmaceuticals India Private Limited 1st Floor, B Wing, Marwah Centre Krishanlal Marwah Marg, Andheri (East) Mumbai – 400072	Member
8.	Mr. Sudarshan Srinivas Mentor and Pharma Head Rural Transformation,	Reliance Foundation Project Office, Reliance Corporate Park, 5-TTC Industrial Area, Thane Belapur Road, Ghansoli Navi Mumbai - 400 701, Maharashtra sudarshan.srinivas@reliancefoundation.org	Member

9.	Dr. Faujdar Ram Director	International Institute of Population Sciences (IIPS) Govandi Station Road, Govandi Mumbai – 400 088	Member
10.	Col. Ashok Kaushik Dean (Academics and Student Affairs)	IIHMR 1, Prabhu Dayal Marg, Sanganer Airport Jaipur – 302 029	Ex-officio member
11.	Brig. S.K. Puri Advisor Academic	IIHMR 1, Prabhu Dayal Marg, Sanganer Airport Jaipur – 302 029	Member
12.	Dr. Santosh Kumar Associate Professor	IIHMR 1, Prabhu Dayal Marg, Sanganer Airport Jaipur – 302 029	Member (Faculty nominee)
13.	Dr. Seema Mehta Associate Professor	IIHMR 1, Prabhu Dayal Marg, Sanganer Airport Jaipur – 302 029	Member (Faculty nominee)
14.	Maj. Dr. Vinod Kumar Associate Professor Associate Dean (Health and Hospital)	IIHMR 1, Prabhu Dayal Marg, Sanganer Airport Jaipur – 302 029	Ex-officio member
15.	Mr. Bajrang Lal Sharma, Registrar, IIHMR University	IIHMR University 1, Prabhu Dayal Marg, Sanganer Airport Jaipur – 302 029	Member- Secretary

The Constitution of the Council was done on December 07, 2013 for two years. The first meeting of the Council was held on December 30, 2013 and thereafter the meetings of the Council were held on August 30, 2014 and February 02, 2015 respectively. The minutes of the meetings are recorded in time and shared with the Members of the Council.

Constitution of the Boards of Studies

The University constituted separate Board of Studies for the Institute/schools in accordance with the decision of the Academic Council. The Board of studies so constituted will recommend introduction of new courses, their curriculum and also review the existing curriculum of the Courses in the respective stream. The Council also specified the following functions for the Boards of Studies:-

- (a) The Boards of Studies shall recommend courses of study and curricula in their respective stream/subject and shall advise on all matters relating thereto or referred to them by the Academic Council or Board of Management or the faculty concerned.
- (b) The Board of Studies may bring to the notice of the Academic Council or the Board of Management matters connected with examinations in its subject or subjects and may also address the faculty concerned on any matter connected with the improvement of the courses therein.
- (c) Any two Boards of Studies may, with the consent of the President, and at the request of the Academic Council or the Board of Management, jointly meet and act in concurrence and render a joint report upon any matter which lies within the province of both. In such cases the joint meeting shall elect its own Chairperson from among the two conveners. The quorum of a joint meeting of the Board must include a full quorum of each Board represented.
- (d) The Boards of Studies shall also prepare panels of examiners in their respective streams/ schools.

The following Boards of Studies were constituted in the University for a period of two years:

Institute Of Health Management Research

- (i) Dr. Ashok Kaushik, **Convener**
- (ii) Dr. A.K. Agarwal, Member
- (iii) Dr. D.K. Sharma, Member
- (iv) Dr. A.K. Khokar, Member

- (v) Dr. Dhirendra Kumar, Member
- (vi) Dr. Barun Kanjilal, Member

The first meeting of the Board of the Studies for Institute of Health Management Research (IHMR) was held on February 07, 2015. The Board reviewed the existing curricula of the academic programmes being offered by the University and also recommended the Curricula of the following three courses to be offered by the University from the academic session 2015-16:

- (i) MBA in Health Economics, Finance and Insurance
- (ii) MBA in Procurement and Supply Chain Management in Health
- (iii) MBA in Human Resource Management in Health and Hospitals.

School of Pharmaceutical Management

- (i) Dr. Nirmal K. Gurbani, **Convener**
- (ii) Mr. Hemant Dande, Member
- (iii) Mr. Subhash Seth, Member
- (iv) Mr. Rakesh Mehta, Member
- (v) Dr. B.P. Nagori, Member
- (vi) Dr. J.S. Bapna, Member

The first meeting of the Board of Studies for School of Pharmaceutical Management was held on December 19, 2014. The Board reviewed the existing curriculum of the MBA programme in Pharmaceutical Management and also deliberated on the new programme in Procurement and Supply Chain Management.

School of Rural Management

- | | | |
|------|--|--------|
| (i) | Shri K B Kothari
Pratham
Jaipur | Member |
| (ii) | Dr. Ajay Dandekar
Professor
Shiv Nadar University
NOIDA | Member |

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|--------|--|----------|
| (iii) | Dr. Kaveri Gill
Chief Economist, Oxford Management Group
New Delhi | Member |
| (iv) | Dr. Shivali Tukdeo
Professor,
National Institute of Advanced Studies
Bangalore | Member |
| (v) | Shri Ved Arya
SRIJAN
4, Community Shopping Centre
First Floor, Anupam Apartments
Mehrauli Badarpur Road
Saidullajab, New Delhi- 110 068 | Member |
| (vi) | Dr. Vivek Bhandari
Professor
IIHMRU
Jaipur | Convener |
| (vii) | Dr. Goutam Sadhu
Associate Professor
IIHMRU, Jaipur | Member |
| (viii) | Dr. Tanjul Saxena
Associate Professor
IIHMRU, Jaipur | Member |
| (ix) | Shri Rahul Ghai
Associate Professor
IIHMRU, Jaipur | |

The First Meeting of the Board of Studies constituted for School of Rural Management was held on November 06, 2014 wherein the members deliberated on the need based Management Programme on Rural Development. The Board also discussed on the specializations and skills to be

imparted in the course. The Board also reviewed the old curriculum of erstwhile Post Graduate Diploma in Rural Management (PGDRM) course and interacted on the feedback of the alumni, the scope of the School and its possible linkages.

The Second meeting of the Board was held on January 15, 2015 wherein the curriculum of the MBA programme in Rural Management was recommended with multi specializations.

Core Activities

Academics

Academics is one of the most significant activity of the University. In accordance with the provisions of the IIHMR University Act it has explicit mandate for post graduate education specially in the disciplines enlisted in Schedule II appended to the Act. The disciplines in which post graduate education can be offered by the University are as under:

1. Public Health
2. Health and Hospital Management
3. Population and Reproductive Health
4. Nursing Management
5. Pharmaceutical Management
6. Rural Management
7. Health Economics and Finance
8. Urban Health
9. Nutrition and Health
10. Health Communication
11. Social and Behavioral Sciences
12. Environmental Health
13. Information Technology in Health Sector
14. NGO Management and Entrepreneurship
15. General and Human Resource Management
16. Health Research Ethics

Schools

The IIHMR is a multi disciplinary research and postgraduate education University. Therefore on the recommendation of the Academic Council, the

Board of Management of the University took a decision to create the following Institute/ Schools/ centres :

- (a) Institute of Health Management Research
- (b) School of Pharmaceutical Management
- (c) School of Rural Management
- (D) Centre for Social Sciences
- (e) Centre for population and Development

Since the University has very recently transitioned from an Institute in the year 2014, the created Institute/ Schools/ Centres could not be made functional. In the Current year most of the activities in academics, research and trainings have been performed under the Institute of Health Management Research. The School of Pharmaceutical Management offered an MBA programme and some Management Development Programmes were conducted. The MBA programme in Rural Management could not attract any student in the current year but some Management Development Programmes and Research Projects were done by the faculty of the School. With passage of time the other Schools/ Centres will evolve with their full potential and become functional. The details of the courses offered, their sanctioned intake and admitted students are as under:

Admission Procedure

The University has a comprehensive admission policy duly approved by the Academic Council and the Board of Management. Selection of students is based on past academic performance, MAT or equivalent scores, experience in the health sector, Group Discussion and Personal Interview. An appropriate weight is given to each item. Admission process of the University is transparent which is solely based on equity and merit. The results are declared on the last day of the GD/PI immediately.

The University adheres to the policy of the Government on reservations for the students belonging to SC, ST, OBC, differently-abled and women categories.

Eligibility Criteria for Admission in All the Courses

ELIGIBILITY CRITERIA FOR MBA HOSPITAL AND HEALTH MANAGEMENT

Recognized Bachelor's Degree of minimum 3 Years duration with at least 50% (45% for SC and ST candidates) marks in aggregate in any discipline with valid score of management aptitude tests or relevant work experience. Candidates with relevant experience in healthcare sector are encouraged to apply.

ELIGIBILITY CRITERIA FOR MBA PHARMACEUTICAL MANAGEMENT

Recognized Bachelor's Degree of minimum 3 Years duration with at least 50% (45% for SC and ST candidates) marks in aggregate in any discipline (Medicine/ Pharmacy/ Biotechnology/ Science/ Management) with valid score of management aptitude tests or relevant work experience. Candidates with relevant experience in pharmaceutical sector are encouraged to apply.

ELIGIBILITY CRITERIA FOR MBA RURAL MANAGEMENT

Recognized Bachelor's Degree of minimum 3 Years duration with at least 50% (45% for SC and ST candidates) marks in aggregate in any discipline with valid score of management aptitude tests or relevant work experience. Candidates with relevant experience in healthcare sector are encouraged to apply.

ELIGIBILITY CRITERIA FOR PhD

ELIGIBILITY CRITERIA [Masters' Degree or Post Graduate Diploma in Management (PGDM) from a UGC/AICTE recognized institution or university, with at least 55% marks or 50% marks for SC/ST candidates(or equivalent grade) in hospital and health Management, general management, medicine, nursing, pharmacy, health informatics, social and behavioral sciences, economics, commerce, science, demography and statistics. Faculty and working professionals with relevant qualifications and experience are encouraged to join the program and will be given preference in selection. IIHMR University encourages working professionals (health administrators, policy makers, and medical/nursing and management professionals) to undertake the

PhD Program to enhance competence in evidence based research for policy and program development. They will be given adequate weightage in admission. Such candidates should have minimum five years experience of working in the health sector.

ELIGIBILITY CRITERIA FOR MASTER IN PUBLIC HEALTH

- Must possess a Bachelors degree
- Should have taken prior courses in subjects such as mathematics and biology
- English proficiency in written and verbal communication (Should have either taken TOEFL* or had studied in college with English as primary language (TOEFL may be waived)
- Standardized test scores- Official scores from one of the following tests are required of all MPH applicants: GRE, MCAT, GMAT, or LSAT.* (The standardized test score may be waived for applicants possessing degrees beyond the baccalaureate level; however, quantitative skills must be demonstrated from the transcripts or prior professional work).
- Desirable - A minimum of two years of full-time health-related work experience beyond the bachelor's/master's degree (unless the applicant has earned a doctoral degree, e.g. PhD or medical degree)

Programmes Offered During the Year

S#	Programme	Sanctioned Intake	Actual enrolment in 2014-15
1	MBA Hospital and Health Management	120	120
2	MBA Pharmaceutical Management	60	13
3	MBA Rural Management	60	-
4	Master of Public Health (MPH)	60	5
5	FPM / Ph.D	60	21
Total		360	159

Approval of the Courses by the Concerned Statutory Council(S)

S #	Name of course	Intake	Statutory Council	Whether approval taken
1.	MBA Hospital and Health Management*	120	Academic Council of the University	AICTE approval obtained on 11/03/2014
2.	MBA Pharmaceutical Management	60	Academic Council of the University	AICTE approval obtained on 11/03/2014
3.	MBA Rural Management	60	Academic Council of the University	AICTE approval obtained on 11/03/2014
4.	Master in Public Health	60	Academic Council of the University	AICTE approval obtained on 29/04/2013
5.	FPM/Ph.D	60	Academic Council of the University	AICTE approval for FPM course was obtained on 11/03/2014

Annual Academic Session Plan-IIInd Year

MBA in Hospital and Health Management Batch - 18 (June 23,2014-May 20,2015)

Duration	Course	Coordinator
23 Jun - 4 Jul,2014	Organization and Management of Clinical Services	Brig. (Dr.) S. K. Puri, Col. (Dr.) Ashok Kaushik
7 Jul - 18 Jul,2014	Organization and Management of Support Services	Mr. V. P. Raghuvanshi, Brig. (Dr.) S. K. Puri
21 Jul - 25 Jul,2014	Organization and Management of Utility Services	Col. (Dr.) Ashok Kaushik, Mr. V. P. Raghuvanshi
28 Jul - 1 Aug,2014	Hospital Planning	Mr. V. P. Raghuvanshi, Col. (Dr.) Ashok Kaushik
4 Aug - 8 Aug,2014	TERM EXAMINATION	

11 Aug - 15 Aug,2014	Hospital Planning	Mr. V. P. Raghuvanshi, Col. (Dr.) Ashok Kaushik
18 Aug - 22 Aug,2014	Data Management and Analysis	Dr. Anoop Khanna, Dr. J. P. Singh
25 Aug - 5 Sept,2014	Operations Management in Hospital	Dr. Susmit Jain, Mr. V. P. Raghuvanshi
8 Sept - 18 Sept,2014	Quality and Patients' Safety in Hospitals	Dr. Santosh Kumar, Dr. S. D. Gupta
19 Sept - 21 Sept,2014	ANNUAL CONFERENCE	
22 Sept - 3 Oct,2014	Strategic Planning and Managed Care	Dr. Monika Chaudhary
October 5, 2014	ANNUAL DAY	
6 Oct - 10 Oct,2014	Elective Courses any two courses	
	<i>Innovation Management</i>	<i>Dr. Alok K. Mathur</i>
	<i>Urban Health</i>	<i>Dr. Suresh Joshi</i>
	<i>Public Private Partnership</i>	<i>Dr. P. R. Sodani</i>
13 Oct - 17 Oct,2014	TERM EXAMINATION	
Duration	Course	Coordinator
20 Oct - 24 Oct,2014	DEEWALI BREAK	
27 Oct - 31 Oct,2014	Health Insurance and Managed Care	Dr. P. R. Sodani
3 Nov - 14 Nov,2014	Hospital Management Information System	Dr. Santosh Kumar
17 Nov - 28 Nov,2014	Material and Equipment Management	Col. (Dr.) Ashok Kaushik, Dr. Santosh Kumar
1 Dec - 12 Dec,2014	Marketing Management of Hospital Services	Dr. Seema Mehta

15 Dec - 19 Dec,2014	TERM EXAMINATION	
22 Dec - 26 Dec,2014	Clinical Epidemiology	Dr. S. D. Gupta, Dr. Suresh Joshi
29 Dec - 2 Jan	Elective Courses any two courses	
	IT in Hospital/Health	Dr. Santosh Kumar
	Public Health Nutrition	Dr. Suresh Joshi
	Entrepreneurship	Dr. Goutam Sadhu
	Ethics Hospital/Health	Dr. Nutan P. Jain
5 Jan - 9 Jan,2015	Legal Framework in Health Care	Col. (Dr.) Ashok Kaushik
12 Jan - 16 Jan,2015	Disaster Management	Birg. (Dr.) S. K. Puri, Dr. Suresh Joshi
19 Jan - 23 Jan,2015	TERM EXAMINATION	
2 Feb - 30 Ap,2015	INTERNSHIP	
4 May - 8 May,2015	SUPPLEMENTARY EXAMINATIONS	
11 May - 18 May,2015	DEFENDING DISSERTATION	
	CONVOCATION ,May 20,2015	
Elective Courses : Select any two courses from each group		
Group A = 1. Management Innovation, 2. Leadership, 3. Urban Health, 4. Public Private Partnership		
Group B = 5. IT in Hospital/Health, 6. Public Health Nutrition 7. NGO Management, 8. Ethics Hospital/Health		

MBA in Pharmaceutical Management
Batch - 5 (June 23,2014-May 20,2015) 2nd Year

Duration	Course	Coordinator
23 Jun - 4 Jul	Product and Brand Management	Dr. Sandeep Narula, Mr. Abhishek Dadhich
7 Jul - 18 Jul	Market Research	Dr. Seema Mehta
21 Jul - 1 Aug	Sales and Distribution Management	Dr. Sandeep Narula, Dr. Saurabh Kumar
4 Aug - 8 Aug	TERM EXAMINATION	
11 Aug - 15 Aug	Consumer Behaviour	Dr. Seema Mehta
18 Aug - 29 Aug	Strategic Management	Dr. Sandeep Narula
1 Sept - 5 Sept	Data Management and Analysis	Dr. Shilpi Mishra
8 Sept - 18 Sept	Operations Research	Dr. Sandeep Narula
19 Sept - 22 Sept	ANNUAL CONFERENCE	
22 Sept - 3 Oct	Clinical Research and Development	Dr. N. K. Gurbani, Mr. Rahul Sharma
October 5, 2014	ANNUAL DAY	
6 Oct - 10 Oct	Elective Courses any two courses	
	<i>Prospects in knowledge Process Outsourcing (KPO) sector</i>	<i>Dr. Saurabh Kumar</i>
	<i>Pharmaceutical Social Media Marketing</i>	<i>Dr. Sandeep Narula</i>
13 Oct - 17 Oct	TERM EXAMINATION	
20 Oct - 24 Oct	DEEWALI BREAK	
27 Oct - 31 Oct	Management Information system	Dr. Anoop Khanna
3 Nov - 14 Nov	Production Management	Mr. Abhishek Dadhich, Dr. Susmit Jain
17 Nov - 28 Nov	Project and Entrepreneurship Management	Dr. Seema Mehta, Dr. Saurabh Kumar
1 Dec - 12 Dec	Supply Chain Management	Dr. N. K. Gurbani, Dr. Susmit Jain

Duration	Course	Coordinator
15 Dec - 19 Dec	TERM EXAMINATION	
22 Dec - 26 Dec	Finance Management II	Dr. Monika Chaudhary
29 Dec - 2 Jan	Total Quality Management	Mr. Abhishek Dadhich, Dr. N. K. Gurbani
5 Jan - 16 Jan	International Business Management	Dr. Sandeep Narula, Dr. Saurabh Kumar
19 Jan - 23 Jan	TERM EXAMINATION	
2 Feb - 30 Ap	INTERNSHIP	
4 May - 8 May	SUPPLEMENTARY EXAMINATIONS	
11 May - 18 May	DEFENDING DISSERTATION	
	CONVOCATION, May 20, 2015	
Elective Courses : Select any two courses		
1. Enterprenurship, 2. Pharmaco-economics, 3. Patents		

Innovative initiatives of the University other than the course Curriculum:

Besides the approved Curriculum of the academic programme, every student of the University has to participate in the following activities which help him/her equip better than others in the job market and in life. Some of the activities are non credit but students do actively participate for their better career options. The University believes that the students who have sought admission in the University should go out with spectacular learning of all requisite skills for an employable individual. The initiatives are listed below:

S #	Activities	Details of the activity	Time allocated
1.	Human Process Lab (Non Credit)	All the students of the University are essentially required to undergo the Human Process Lab experience for a week. This exercise is undertaken and guided by the behavioural scientists. It aims at comprehending personal goals of improvement and change in insights, understanding, sensitivities and skills of the participants. It greatly helps in improving inter-personal relationships and group behaviour.	One week
2.	Community studies (Credit)	<p>The students are engaged in community based studies to understand the perspective of the people, collection of data, analysis of data and presentation of the report in the class.</p> <p>The data sets created by the students are used for training in analysis using various statistical software such as SPSS.</p>	One Week

3.	Capstone (Credit)	Students are encouraged to identify a problem and develop project to study the problems and design and develop solution. The students are asked to recommend strategy and implementation plan in Pharmaceutical Management and Master of Public Health Program	3-4 Weeks
4.	Soft skill development and remedial classes (Non Credit)	The Students of the University are provided ample opportunities to sharpen their communication skills including presentation skills, art of public speaking, art of listening, art of facing media, performing arts and theater skills, book reviews, essay/ debate, elocutions, soft skills like etiquettes and manners, group discussions, facing interviews.	An hour a day for one month
5	Verbal and Written Communication Skills (Non Credit)	Remedial classes are conducted for improving English writing and speaking.	One Week An hour a per week for two months
6.	Basics of Computer and Information Technology (Non-Credit).	In the first one month the students are taught essentials of computer and information technology. They are also taught usage of computer technology in different modules and in this process they also achieve proficiency in data management and data analysis during the course.	One full week for the computer basics and elementary analysis

7.	Data management and Analysis (Credit)		One Week as a part of the program in the II year Data analysis and statistical software such SPSS are also taught in modules on HMIS, DBMS and Research methodology.
7.	Summer training (Graded)	Students are given <i>in setu</i> exposure during their summer training in some corporate/ district hospitals or in execution of healthcare programmes.	Complete two months
8.	Internship	Every student has to go for internship in hospital or health organization or industry for practical training.	12 Weeks
9.	Dissertation writing, report writing, documentation and presentations (Graded)	Before their summer training students are guided by the faculty/ mentors about the topics of dissertation and methodology of dissertation writing. The students also hone their presentations, report writing and documentation skills during the course of the programme.	20 Weeks inclusive of internship

Modular curricula having inter-multi disciplinary approach in teaching:

The academic programmes of the University have been designed on modular structure. Health management is multidisciplinary in nature that includes public health, management, health economics, finance, demography and population sciences, statistics and social sciences. The courses (modules) are thus

multidisciplinary. The modules are integrated to relevant areas in clusters in the in the relevant Terms.

The overarching goal of the academic programmes of the University is to prepare management and public health professionals with a population perspective on managing health and sustainable development. The Programs have been designed to prepare students to tackle current and emerging global public health problems such as pandemic flu, AIDS, public health disasters, bioterrorism, chronic diseases and health disorders, disparities in access to health care, cost-effective and efficient health services, identify and solve problems in operations of health systems, and many other critical public health problems.

The academic courses offered by the University have been launched with the presumption that in today's world building capacity in health management and leadership, in addition to a thorough and rigorous education in public health education is pre requisite for improvement in healthcare systems. The new public health must embrace multiple areas including: biostatistics, environmental health, epidemiology, health services administration, social and behavioral sciences, biological sciences, ethics, the role of information technology in health, health policy, health legislation, information management, resource management, logistics and supply chain, finance management, quality management, communication, disaster management, and community participation. All the academic Programs have been designed in such a manner to provide students with critical multidisciplinary training to help solve global health problems and effective management of health systems.

Enriching students with various Competencies

The University makes sincere efforts that all the students should acquire academic degrees having achieved competencies in the core areas of Social and Behavioral Sciences, Biostatistics and Epidemiology; Environmental Health Sciences; Public Health Biology; Health Management and functional management;; and Public Policy and Ethics.

Social & Behavioral Sciences Competencies

- Describe the psychological and sociological conceptualizations of health, health behavior, and illness.
- Describe and compare theories and principles of behavior change. Analyze their applicability to diverse populations and different types of health behavior problems, including interactions among biology, behavior, and environment.
- Describe the concepts of stress, coping and social support, their inter-relationships and assess their impact on health, health behavior, and illness.
- Analyze and predict the influence of major social structural divisions such as age, gender, socioeconomic status, and ethnicity on health, health behavior, and the treatment of illness.
- Formulate behavioral, communication, educational, advocacy, health promotion, and community-based participatory strategies for improving the health of communities and individuals and preventing disease and injury.
- Evaluate processes and outcomes of social and behavioral interventions on the health of communities, families, and individuals.
- Demonstrate a cross-cultural awareness and sensitivity for the implementation and evaluation of health behavior change programs

Biostatistics and Epidemiology Competencies

- Identify, access, and present data relevant to disciplines of public health.
- Assess quality and comparability of data and utilize appropriate methodology for combining relevant data from different sources.
- Use basic demographic techniques used in measuring the health of populations.
- Explain major study designs for obtaining quantitative information relevant to public health questions from surveillance data, other observational studies, community-based research, or controlled trials.
- Design a surveillance system for a disease or condition of public health importance.
- Describe and explain commonly used public health measures, such as relative risk, attributable risk and relative hazards, and select appropriate

statistical methods for estimating such measures in the presence of covariates.

- Interpret descriptive and inferential statistics resulting from data analysis and draw relevant conclusions.
- Critique the study design and quantitative methods used in published literature and appropriately interpret the findings.
- Apply ethical principles to the collection and use of data emanating from public health, epidemiologic and community intervention research.

Environmental Health Sciences Competencies

- Define the major environmental agents (i.e., environmental *chemical*, *biological*, and *physical* agents that cause adverse effects on human health) and their sources, natural and anthropomorphic.
- Use measurements and transmission environmental agents in the environment, and identify the carriers or vectors (*air*, *water*, *soil*, and *food*) that promote the transfer of these agents from the environment to the human.
- Identify and define the steps in the *risk assessment* process, including both exposure and dose-response assessment, and the sources and magnitude of uncertainty.
- Describe various *risk management* approaches, including regulatory, engineering, and behavioral/risk communication options.
- Describe specific *genetic* factors (including gender- and ethnicity-related factors), *physiologic* factors (including age- and health status-related factors), and *psychosocial* factors (including SES- and social/cultural-related factors) that influence the risk of exposure and/or the likelihood of developing adverse health outcomes from exposure to environmental agents.
- Identify techniques for improving risk assessment and risk management strategies, including consideration of: (1) factors in the *physical* environment, (2) factors in the *social* environment, (3) *community-based participation* in both the assessment/management process and in basic environmental/public health research, and (4) issues of *environmental justice/equity*.

Public Health Biology Competencies

- Describe the biological bases, e.g. molecular, cellular, and physiological, for the major determinants of human disease including infectious disease, nutritional deficiencies, and exposure to toxic environmental agents.
- Describe the ecological principles that determine the distribution of infectious disease in human populations.
- Apply principles of human immune system function to explain the rationale and mode of action of existing and potential methods of immunization.
- Explain the role of genetic determinants in human disease and disease susceptibility caused by infectious agents, nutritional deficiencies and exposure to toxic agents, and in microbial virulence.
- Apply biological principles to development of disease prevention, control, or management programs.
- Apply biological principles to assessment of risk from potentially hazardous agents and behaviors.

Management Sciences Competencies

- Describe basic principles of management and its critical functions, namely, planning, organizing, coordination, monitoring and evaluation
- Review strategies and decision making process;
- Describe organization and management of health systems, identify complexities and challenges of managing health services organizations;
- Analyze health service organizations and their functions in order to facilitate change and performance improvement management;
- Describe human resource planning as a systematic approach to the acquisition, use and deployment of people in the organization; conduct job analysis and job responsibilities; and identify key issues in performance appraisal, training and development of the employees;
- Describe the importance of information and explain meaning and purpose of information system; and describe and assess the current issues and problems in information management use in health services;

- Describe framework and organizational structure of HMIS and decision making models; and uses of information for effective management of health services
- Describe role and importance of inventory, logistics and supply management in health care; understand important issues related to logistics and supply of medicines and equipments;
- Describe inventory management cycle, procurement process, ABC and VED analysis, FIFO and Shelf life of drugs; drug information system and rational use of drugs;
- Explain basic approaches for maintenance and repair of equipment and audit in terms of use and performance.
- Appreciate importance of quality in improving effectiveness and efficiency of health services; define quality; describe approaches of Quality Improvement, QC, QA, CQI, and TQM; explain quality standards and monitoring indicators;
- Assess quality of services using of Quality Improvement Tools; undertake problem identification and analysis and operationalization and implementation of quality improvement; describe Medical Audit; and accreditation.
- Describe basic concepts of health economics and of public finance; applications of methodologies of both cost and demand analyses; analyze the cost and cost behavior in hospital environment; and explain economic basis for cost-benefit and cost-effectiveness analysis, and undertake such analyses.
- Explain components of financial proposals for health care projects/studies; describe the balance sheet and income statement in health care settings;
- Prepare budgets for revenues, staffing and salaries, supplies and services, and equipment;
- Evaluate the financial status of a health service unit or department; determine the cause(s) of performance deviation; and use a variety of analytical methods to support sound business decision-making.
- Describe the concept of disaster management; define the terms hazard, risk and vulnerability and disaster. explain the disaster management cycle, its various stages, and measures that can be taken within those stages; describe essentials of disaster preparedness in the hospitals and health facilities; disaster management team, structure and role and

responsibilities; describe networking process and organization and operations of information and communication system in disasters

- Explain principles of project management; project management cycle and major steps; conduct situational analysis – SWOT; conduct Problem analysis and define the objectives; formulate strategies; use log frame and indicators for monitoring the project; develop systematic and time bound action plans for project implementation; and explain human aspects of project management like motivating people, team building, gender issues, improving personal influence and effectiveness.
- Explain framework for strategy formulation; analysis of internal and external environmental factors. SWOT analysis; decision logic for developing an implementation strategy in public health policy and programs.

Health Policy & Ethics Competencies

The University considers it quite important that public health professionals acquire an understanding of the role of governments and policy in public health. It is expected that students obtain competencies in the following areas of study:

- Analyze and critique the government's role in health policy and how political processes have shaped that role.
- Recognize the institutional and political actors central to the formation and implementation of health policy.
- Analyze and evaluate the process of public policy-making and how it affects the design, implementation, and performance of health policies.
- Collect, analyze, and synthesize information about health policy problems and issues.
- Identify the practical and political constraints of policy formulation and implementation.

Fee Structure of the University:

The IIHMR University Act, 2014 provides in section 33 of the Act that the University may, from time to time, prepare its fee structure and send it for approval of the committee constituted for the purpose. Pursuant to provisions of section 33 of the Act, the Chairperson of the University constituted its Fee

Fixation committee on June 21, 2014 for approving the fee structure for the academic programmes being offered by the University. The committee consisted of the following persons:-

- i. Shri Arun Kumar, Ex-Chief Secretary, Government of Rajasthan
- ii. Dr. Harsh Dwivedi, Director, R.A. Podar Institute of Management
- iii. Shri Hemant Kaul, Former MD, Bajaj Allianz General Insurance
- iv. Shri G.S. Sharma, Chartered Accountant

The committee held its meeting on July 07-09, 2014 and considered and examined the fee structure prepared by the University. The Committee accorded ex post facto approval to the existing fee structure for the various courses run by the University in the academic year 2014-15 (applicable for the batch 2014-16). The approved fee structure is as under:

(Rs. In Lacs)		
Name of the Courses	Duration of Course	Total Course fee Amount
1. MBA in Hospital and Health Management/ (PGDHM)	2 years	5.30
2. MBA-Pharmaceutical Management	2 years	4.87
3. MBA-Rural Management	2 years	3.85
4. Master of Public Health (MPH) Programme	2 years	\$ 10,000
5. Ph. D in Hospital and Health Management	3 years	2.38

The Committee also considered the fee structure prepared by the University for next three academic years and after examining it approved the fee structure for various courses offered by the University for the Batches 2015-17, 2016-18 and 2017-19.

(Rs. In Lacs)

Name of the Courses	Duration of Course	Batch 2015-17	Batch 2016-18	Batch 2017-19
1 MBA in Hospital and Health Management/(PGDHM)	2 years	5.85	6.45	7.10

2	MBA-Pharmaceutical Management	2 years	5.30	5.85	6.45
3	MBA-Rural Management	2 years	4.20	4.65	5.10
4	Master of Public Health (MPH) Programme	2 years	11,000 \$	12,000 \$	13,000 \$
5	Ph.D. in Hospital and Health Management	3 years	2.60	2.90	3.15

Regulations on Examinations

The examination system at IIHMR University is governed by “Rules and Regulations for University Examinations, 2015”. The Regulations have been developed after a series of deliberations and consultations involving senior administrators and faculty and have been duly approved by the Academic Council of the University.

Key aspects covered in the document are as under:

A. Policy on Short Attendance :

It is mandatory to have 75 % attendance in each course to be eligible to appear in the term examination. Those with 50 – 75 % are considered (based on a valid reason for absence) for condonation of delay along with submission of extra assignments certified by the course coordinator to make up for the period of delay. Those with less than 50 percent physical presence in a course are ineligible to appear in the term examination.

B. Policy on Supplementary Examinations :

Supplementary examinations will be organized in three fixed slots – (i) November (First and Second Year Courses); (ii) May every year for second year courses and (iii) June every year for first year courses in such a way that the first and second year students get one chance to clear their pending subjects. Maximum attempts available for a student per subject/subjects are three including two supplementary attempts. Students passing in supplementary would be awarded 50 percent marks

while those failing would get the actual marks in tabulation and would accordingly be graded in the transcripts.

C. Policy on number of attempts and carry forward of papers:

Students with pending papers in first year can carry a maximum of three pending Papers and get promoted to second Year. Students with more than three pending papers in first year will have to repeat the year with the next batch. Only students who have passed / promoted will be considered for Institute facilitated placements. Maximum three attempts are allowed for any course (subject) following which the candidate will forfeit his/ her registration.

D. Policy on number of attempts and carry forward of papers:

Revaluation could be (i) Re-checking of Answer copy (ii) Re-totaling. Revaluation request is restricted to a maximum of two per year per student. Revaluation request must be received by examination cell within 15 days from date of declaration of result. The answer-sheet is photocopied with masking of personal identification data and marks.

E. Policy on Grace Marks :

A student might be given a maximum grace of 6 marks per year in a maximum of two courses (each year). In case the student requires marks less than 6 in each individual subject but in aggregate it exceeds 6 marks; grace will be given in the subject in which lesser marks are required.

F. Grade improvement examination :

The students who had passed in the term examination but want to improve their grades are eligible to apply for improvisation exam. Separate paper will be given to the candidates appearing in the improvisation examination. A candidate could appear in a maximum of two papers in a year for improvisation of Grades however there is only one attempt in a particular subject for improvisation.

G. Adoption of Unfair Means in the Examination :

It has been made clear in the Regulations that the provisions of Rajasthan Public Examination (Prevention of unfair means) Act, 1992 will be applicable wherein the use of unfair means at a public examination is an offence. The procedure for action against students adopting unfair means during examination has been clearly laid out. In case the student is found adopting any unfair means during the examination, there is provision to record such incidents in the attendance and incident sheet. The student is allowed to complete the examination. The answer sheets of such students are sent to the examiner for checking along with the other answer sheets. Action on such cases is then decided by the Examination and Discipline committee which gives its recommendations to the Dean, Academic and Student Affairs for appropriate action.

Placement updates

The University facilitates placement of graduating students every year. From the very beginning the students acquire communication and soft skills during their course to face the market. They are adequately equipped to attract employers of their choice. The placement cell is managed by graduating students with the help of a placement officer. The details of the placement of graduating students in the year 2014-15 are as under:

S.#	MBA Course	Number of students	Students placed	Highest Salary	Minimum Salary	Average Salary
1.	Hospital and Health Management	117	114 (3 students didn't opt for placements)	11.58 Lakhs P.a.	3.80 Lakhs P.a.	5.25 Lakhs P.a.
2.	Pharmaceutical Management	14	14	11.58 Lakhs P.a.	3.50 Lakhs P.a.	4.15 Lakhs P.a.
3.	MPH	10	08 already in job, 02 placed			9.2 lakhs P.a.

Scholarships

Merit cum need scholarships are provided by the University to disadvantaged students through PD Agarwal Foundation. The University also provides 25% fee waiver to defence personnel.

The University facilitates students belonging to SC/ST/OBC and minorities categories to obtain post-metric scholarships instituted by the Ministry of Social Justice and Empowerment and Ministry of Minority Affairs, GOI.

Statement showing details of Students awarded scholarships I in 2014-15

S.#	Name of the course	Name of the Students	Amount of Scholarship (in Rupees)	Remarks
1.	MBA/PGDHM Health and Hospital Management	Namita Bhat Ritika Batra Pranita Ganpatrao Akanksha Chouhan Amita Arpit Srivastava	50,000/- each	
2.	MBA/PGDPM Pharmaceuticals Management	Prateek Chhajer	50,000/- each	

Alumni

IIHMR Alumni has created a critical mass of professional managers in hospital and health management, and health systems research in India and abroad. There is a paradigm change in management of hospitals and health systems, largely attributed to the IIHMR Graduates in the last 18 years.

The Forum also helps the new students with smooth induction into their work environment; develops and promotes short-term and long-term training programmes for the enhancement of knowledge and skill of the alumni; and

identifies and spreads information about new job opportunities among the alumni. Besides, the Forum helps with placement of the students, shares experience of IIHMR courses in Saturday seminars, organizes guest lecturers of prominent industry experts, provides feedback on existing courses, and determines the need for new courses and shares database and promotes scholarly write-ups, such as case studies and articles which could be used as study material.

Every year, the Institute conducts Alumni Meet in different major cities.

Student Feedback

The University considers that quality of teaching is the hall mark of academics. Therefore, after completion of every module detailed feedback from all the participating students is sought. The feedback includes quality of contents, relevance of the teaching material to the module, communication, delivery etc. The student feedback is sought independently and analyzed. The University modifies the feedback forms time and again to make them more relevant and useful. It is continuous process and an inbuilt part of the teaching activity.

There are certain other tools developed by professor Udai pareek which are also used for measuring overall learning ambience of the campus. The tool popularly known as OCTAPACE is commonly used.

Research

This university is primarily a Research University. It has enabling ambience and adequate infrastructure for conducting high quality research. The University has been able to create an environment of Learning with openness, transparency and trust, accountability and autonomy.

A sincere effort is made to build capacity of the faculty and research staff in planning, designing and conducting research through research workshops, training , seminars and conferences.

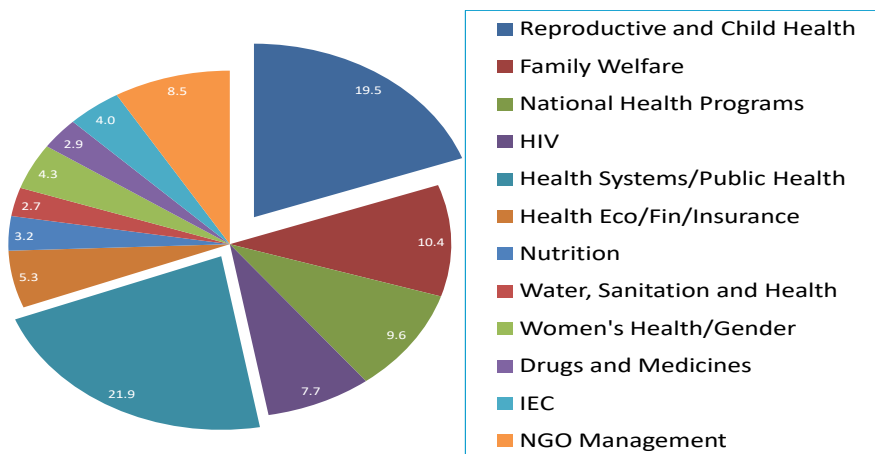
The University has also set aside a budget of Rs 20.0 Lacs for in-house research grants.

Performance in research is an important component of KRA of faculty appraisal.

A cash reward is given to the faculty and research staff for publication of research papers and books for each publication.

It has conducted over 500 research projects and studies in the last three decades. The research areas include health systems, operations management, health economics and finance, nutrition, water and sanitation, reproductive health women, child health, public health, hospital management, family planning, important diseases such as poliomyelitis, Tuberculosis, HIV and Malaria.

Subjects of Research Studies/ Projects



5/8/2015

IIHMR University, April 17, 2015 UGC

5

The IIHMR University continues its efforts in expanding its focus on research in policy and program management in the health sector. Thrust areas for research in the Institute are:

- Primary Health Care
- Reproductive Health and Population
- Health Economics and Finance-
- NGO Management
- Hospital Management
- HIV/AIDS Survey and Programme Management

Institute has capability to undertake the following type of research activities:

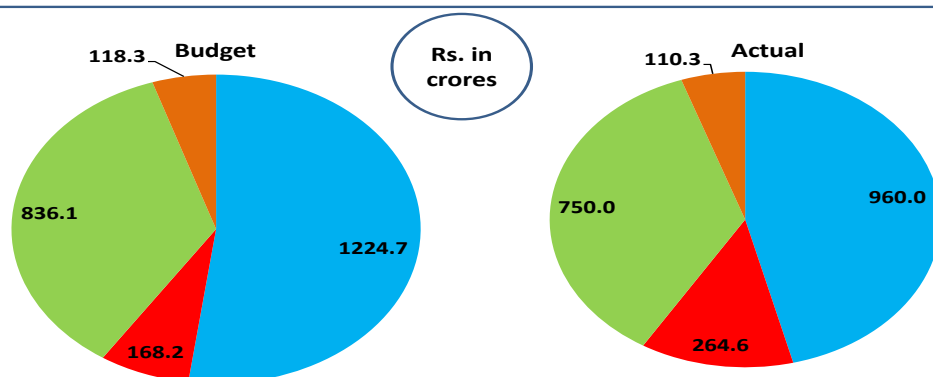
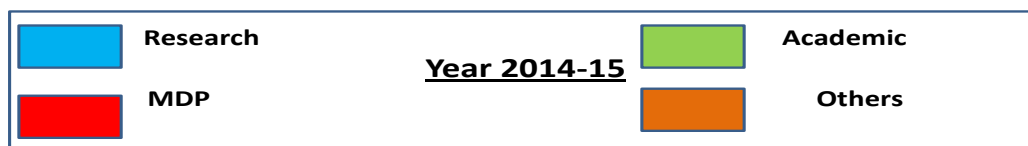
- Large and Small Scale Surveys
- Operations Research and evaluation studies
- Management Research, Education and Training.
- Training Needs Assessment, Designing Training Programmes and Training of Trainers.
- Institutional Capacity Development through Technical Assistance and Networking.
- Policy Research, Project Planning and Evaluation Studies.
- Economic and Financial Analysis.

Working together as partners, dissemination of information and sharing knowledge at the national and global levels are the fundamental ethos of the Institute. An emphasis has been given to networking with the reputed universities and organizations at the international and the national levels during the past five years.

The Institute has more than 40 faculty members and 35 research officers from multi-disciplinary background viz: demography and population sciences, social sciences, statistics, management, public health, epidemiology, human resource development, organization behaviour, health economic and financing, reproductive health, hospital administration and population programme management.

The institute has a steady access to external consultants who are frequently utilized to supplement the research and training activities. The quality of its performance in each of these areas has already been recognized by the donors, the central and various state governments, and national and international research agencies.

In the year 2014 15 the University The following are the studies/research projects completed and ongoing during the year 2014-15.



Ongoing Research Projects in 2014-15

S#	Name of the Project	Agency	Date of Start	Date of End	Budget
1	Technical Support for improved delivery of comprehensive package of health services for urban poor	USAID India, Delhi	7/1/2010	6/30/2015	20475013
2	Research Programme Consortium on Health System Economics and Financing	Johns Hopkins Unive	1/1/2011	9/30/2015	11159280
3	Food Fortification Integrated Programme Strategy in Rajasthan	GAIN, Delhi	2/1/2011	1/31/2016	190992150
4	Asia Region Capacity Development for Research on Social Determinants of Health	Karolinska, Sweden	11/1/2011	12/31/2015	4032000

5	Developing competency framework for mainstreaming gender responsive health care services	ICMR	7/1/2012	6/30/2014	1449792
6	Key Resource Centre for Drinking Water	MoDW&S, Gol	3/1/2013	3/31/2015	7188500
7	Key Resource Centre for Sanitation	MoDW&S, Gol	3/25/2013	3/25/2014	0
8	Stress, Anxiety and Depression among adolescents attending coaching institutes of India	ICMR	11/1/2013	10/31/2014	1245208
9	Technical Assistance for ISSNIP under ICDS Programme (with PWC and CINI)	Ministry of WCD	11/7/2013	12/31/2015	20952500
10	Social Marketing and Communication Activities	PMU-IIHMR	6/1/2014	1/31/2015	3151000
11	NFHS-4-Uttarakhand	IIPS, Mumbai	7/4/2014	6/30/2015	37900596
12	NFHS-4 - Madhya Pradesh (East)	IIPS, Mumbai	7/4/2014	6/30/2015	46045269
13	Coverage of the AP Foods' Bal Amrutham Distributed as take home ration through the ICDS System in Telangana	GAIN, Geneva	9/29/2014	1/31/2015	10238400
14	WHO-SAGE India Wave 2 field work for Rajasthan	IIPS, Mumbai	12/24/2014	12/31/2015	4400000

15	Financial Resource Flow for Population and Family Planning Activities	NIDI, Netherlands	1/1/2015	12/31/2015	3000000
16	Human Rights, Health Policy-making and Programming - IIHMR Kolkata	WHO SEARO	1/27/2015	5/31/2015	318400
17	Consultancy for Training Frontline Workers on Water, Sanitation and Hygiene by MPTAST in Madhya Pradesh	Water Aid	3/15/2015	7/31/2015	7610910
18	Assessment of Alcohol Situation in Urban Sphere : In Context of Violence against Women in Private and Public Spaces	FHI 360	3/20/2015	6/20/2015	3757679

List of Research Projects completed in April 2014 – March 2015

S#	Project Name	Funding Agency	Date of start	Date of end	Budget
•	Health and Nutrition Survey in Rajasthan	GAIN, Geneva	15-11-2013	30-06-2014	USD 2,09,320
•	Migration, Poverty and Access to Health Care: A Multi-Centric Study on Peoples Access and Health System's Responsiveness in Fast Growing Smaller Cities	ICMR	01-07-2011	30-10-2014	30,87,959

S#	Project Name	Funding Agency	Date of start	Date of end	Budget
•	Study of LAC Region for Financial Resource Flows for Population Activities	UNFPA and NIDI	01-01-2013	31-12-2013	5,90,000
•	Development of Training Material for Public Health Management for District Level Managers, WHO SEARO	WHO, India Delhi	17-06-2013	31-12-2013	13,50,000
•	Assessing the quality of Civil Registration System	ISEC	23-12-2013	15-05-2014	23,10,000
•	Training and Capacity Building of the Mid Day Meal Program Frontline Functionaries in sustainable promotion of fortified food with Hygiene practices	P M U - GAIN	12-12-2013	30-04-2014	18,93,210
•	Preparatory Assessment for the Launch of the eVIN in all district of Uttar Pradesh and Rajasthan	UNDP, Delhi	22-05-2014	05-09-2014	80,10,860
•	Baseline Study for USAID funded PIPPSE Project	PHFI, Delhi	04-06-2014	30-08-2014	31,97,700
•	Baseline Study of Adolescent Girls Initiative (AGI) in Udaipur District	UNFPA	07-08-2014	15-11-2014	16,19,445
•	Mobile Technologies and Health-A Pilot Study	University of OXFORD, UK	15-07-2014	07-11-2014	5,84,375

S#	Project Name	Funding Agency	Date of start	Date of end	Budget
•	Financial Resource Flows for Population Activities- RF 2012	UNFPA and NIDI	01-01-2014	31-12-2014	45000 USD
•	Coverage of the AP Foods' BAL Amrutham Distributed as take home ration through the ICDS System in Telangana	GAIN, Geneva	29-09-2014	31-01-2015	US\$1,70,640
•	National Key Resource Centre for Drinking Water	MoDW&S, Gol	01-03-2013	31-03-2015	71,88,500
•	National Key Resource Centre for Sanitation	MoDW&S, Gol	01-03-2013	25-03-2014	

Project Proposals recommended for In-House research Grant

Name of the applicant	Title of the proposal	Campus	Revised Budget (In Lacs)
Prof Usha Manjunath	Effect of Employee Engagement on Performance of RCH Programme in PPP and Non-PPP PHCs in Bangalore District: A Comparative Analysis	Bangalore	1.67
Vivek Kumar Pathak	Health Warning Labels on Cigarette Packs: Does it Really Work for Smokers	Delhi	1.18
Dr Monika Chaudhary	White paper on Clean Jaipur – A framework for making tier two indian cities clean.	Jaipur	0.6

Dr Manoj Kumar Gupta	Assessment of Psychosocial Status and Quality Of Life of Adolescent Girls in Rural Area of Bellary	Bangalore	1.5
Angan Sengupta	A Cross-sectional Study on Diet, Activity Level and Anthropometric status among Adolescent and Youth Population from Bengaluru city	Bangalore	1.44
Rahul Sharma	A study of key stakeholders for their Knowledge, Attitude & Practice for ADR Reporting in tertiary care hospitals in Jaipur District	Jaipur	1.55
Ritikka Brahmcharri	Linkages of parallel health providers and its impact on health system ;A social network analysis from Indian Sundarbans	Kolkata	1.8
	Total Budget in Rs. (Lacs)		9.74

University is very keen to strengthen research portfolio further both in scope and spread. Following measures will be taken for this purpose in near future:

- Research capacity and quality of research will be further strengthen through capacity building interventions
- Develop sectoral specialization/super/specialization
- Focus on intervention/implementation research in India and SEA region
- Focus on publication and dissemination of research result to promote evidence policy and programme development.

Published work

The graduates of IIHMR University (formerly IIHMR), have written over 1700 dissertations on various areas of management in hospital, primary health, public health, health systems, hospital management, pharmaceutical management etc.

The University also publishes working papers, policy brief and research brief from time to time.

In addition, the faculty has published several research papers in reputed Journals, books and case studies. The details of the Research papers published in the year 2014-15 are as under:

List of Publications by Faculty and Research Scholars during 2014-15

S.#	Author	Title	Year	Detail
1.	Nirmal Gurbani	Antimicrobial Resistance	2014	<i>Pharma Times Vol. 46 (4) April 2014</i>
2.	Gurbani, Nirmal Kumar and Bajpai, Jharna	Gap Analysis between Patients' Expectations and Services Provided by Pharmacy Store of a Tertiary Care Hospital	2014	International Journal of Research Foundation of Hospital & Healthcare Administration , 2014;2 (2): 73-78
3.	Devendra Kothari	Empowering Women in India: Need for a Feminist Agenda	2014	Journal of Health Management June 2014 16: 233-243
4.	Neetu Purohit, Vrinda Mehra, and Dipti Govil	Tracking Benefits of Janani Suraksha Yojana—A Maternal Cash Transfer Scheme: Evidence from Rajasthan, India	2014	Journal of Health Management June 2014 16: 289-302

5.	Arindam Das, H.C. Srivastava, Ajeet Kumar	Awareness, Knowledge and Misconceptions about Some Reproductive Health Issues among the Married Couples in High-risk States of India	2014	Journal of Health Management December 2014 16: 563-581
6.	Ambay Sirivastava	Heritage Tourism and Urbanisation: A case of Jaipur city, as chapter in book "Travel, Tourism & Hospitality: Emerging perspective & paradigm" Edited by Prof. S.c. Singh, Dr. Sherry Abraham, Mr. Saurabh Gupta,	2014	<i>Published by Globus Press, New Delhi, 2014; ISB 978-93-82484-96-7.</i>
7.	Nirmal Gurbani	Access to Quality Medicines: Rajasthan Model: Reaching the Unreached	2015	<i>Pharma Times Vol. 47(2) February 2015</i>
8.	Arindam Das	Adolescent Reproductive Health in Madhya Pradesh Bringing Husbands in Picture	2015	<i>Indian Journal of Adult Education Vol. 76 no.1, Jan.-March 2015</i>
9.	Jalandhar Pradhan, Estelle Monique Sidze, Anoop Khanna , Erik Beekink.	Mapping of reproductive health financing: methodological challenges.	2014	ELSEVIER Reproductive and Sexual Healthcare; Volume 5, Issue 3, <u>October 2014</u> , Pages 90–98.

10.	Vadrevu L. Kumar V, B. Kanjilal	Gender Differentials in the Impact of Multi- Morbidity on Self Rated Health in Rural West Bengal in India.	2015	IOSR J Nurs Health Science , 4:16–21
11.	Alok Mathur, Deepti Shukla.	Improving healthcare through ICT for India's rural women:	2014	e-ASHA in Rajasthan. <i>Rural 21</i> (2014), 03:41- 43.
12.	Alok Mathur, Deepti Shukla	Managing Dwindling Glaze of Jaipur Blue Pottery: A Case of Rajasthan, India.	2014	<i>International Journal of Advanced Research in Management and Social Sciences</i> (2014), 3 (12): 35-43.
13.	Mehta, Seema	Application of quality Gap Model to measure quality of pharmacist services in retail pharmacy setting,	2014	Sanchayan, Vol 3(1), Jan-June 2014
14.	Mehta, Seema, Singh Tarika	Measuring difference in genders on confidence related to study and performance: A study of management students	2014	Creative and innovative excellence for world in motion, published by Bharti Publication, ISBN No 978-93-81212-98-1.

15.	Mehta, Seema	Reference book titled "Managing Patient Centered Care: The art of Finding and Keeping Loyal patients"	2015	Jaypee publisher, India, ISBN: 978-93-5152-682-7.
16.	Aastha Srivastava, Akhil Agrawal	Training and Development Policy in India : for Health , Current Gaps and Suggestions	2014	Online International Interdisciplinary Research Journal; Vol VI, Nov-2014 Special Issue, Page 28-34
17.	Akhil Agrawal, Rajeev Kumar, S P Chatterjee, Tukaram Khandade	Gender Based Analysis through Utilization of Public Health Services : A Case of Bihar (India)	2014	International Educational Research Development Journal, Vol IV, Issue III, Oct-Dec, 2014, Page 73
18.	Goutam Sadhu, Monika Chaudhary, & Nayan Chakravarty	Health Risk Assessment of Domestic Roof Water Harvesting Using Failure Mode and Effects Analysis: Evidence from Nagaur, Rajasthan, India	2014	International Journal, Volume 20, Issue 3, 2014, pages 668-688, www.tandfonline.com
19.	Goutam Sadhu, Chandra Bhushan Sharma	Factors Influencing Participation of Women in Panchayati Raj Institution: A Study of Rajasthan,	2014	International Journal for Science and Research, Volume 3, Issue 11, 2014, www.ijsr.net/v3i11_05.php#sthash.WxJzSmxb.dpuf
20.	Nayan Chakravarty, Goutam Sadhu, Sourav Bhattacharjee, Srinivas Nallala	Mapping private-public-partnership in health organizations: India experience,	2014	International Journal of Medicine and Public Health, Vol 5, Issue 2, Apr-Jun 2015, www.ijmedph.org

In-house Research Journal

The University publishes its own international Journal – Journal of Health Management for the last 17 years. Currently 18th Volume is in circulation. The Journal is published and managed by SAGE Publications. It has always been an important objective of the University to strengthen the dissemination of the research work being conducted at the University. In this endeavour, the University publishes occasional papers, working papers, policy briefs and newsletters. In order to explore major issues of health policy and health management including population and family welfare in developing countries, the Institute also publishes Journal of Health Management, a quarterly publication from the Sage Publication, New Delhi.

Management Development Programmes and Trainings

Capacity building and skill development is one of the vital core activities of the University. The University organizes management development programmes and trainings for sharpening leadership and managerial skills in policy makers, advisors, health managers, planners, pharmaceutical and rural development professionals and persons engaged at various levels in implementation of various programmes.

During the academic year 2014-15, the University generated Rs. 2.64 Crore revenue from training programmes. The University conducted 50 training programmes and managed to gravitate over 1100 participants from number of countries namely Afghanistan, Bangladesh, Bhutan, Congo, India, Maldives, Mozambique, Nepal, Nigeria, Sudan, Tanzania, Timor-Leste, and Uganda.

The Capacity building and skill development programmes being offered by the University -may be categorised as under:

#	Programme Category	Duration of Programmes	Number of Programmes
1	Management Development Programmes (MDPs)	3-day to 2-week	9
2	Custom Training Programmes	2-day to 2-week	27
3	WHO Fellowship Training Programmes	3-day to 30-day	13
4	Professional Development Courses in	70-day	1

	Management, Public Health and Health Sector Reforms		
	TOTAL	2-day to 70-day	50

Management Development Programmes (MDPs):

These programmes are put in public domain so as to seek nominations from the open market consisting of various agencies such as Governments, International agencies, hospitals, NGOs and pharmaceutical organizations. During the FY 2014-15, the University conducted the following MDPs:

Management Development Programmes (MDPs) 2014-15

#	Programme Title	Duration (Days)	Date	Coordinator
1	Disaster Management and Preparedness	5-day	May 12-16, 2014	SK Puri
2	Improving Interpersonal and Communication Skills for Managerial Excellence	3-day	Oct 31 - Nov 2, 2014	S Narula
3	Pharmaceutical Management in Hospitals	5-day	November 3-7, 2014	NK Gurbani
4	Promoting Rational Use of Drugs in the Community	10-day	November 16-25, 2014	JS Bapna
5	Quality Management and Patient Safety in Hospitals and Health Care Organizations	5-day	December 8-12, 2014	S Kumar
6	Pharmacovigilance in Health Care System	5-day	December 15-19, 2014	Rahul Sharma

7	Rational Use of Medicines: A Focus on HIV/AIDS, TB and Malaria	10-day	January 5-16, 2015	NK Gurbani
8	Community Sensitization on Road Safety	3-day	February 23-25, 2015	PR Sodani
9	Health Care Operations Management: Techniques and Applications	5-day	March 17-21, 2015	Susmit Jain

Custom Training Programmes (CTPs):

These programmes are designed and conducted based on request received from an organization. These training programmes are designed and executed based on organization's training needs. During the year 2014-15, the University conducted the following Custom Training Programmes:

Custom Training Programmes 2014-15				
#	Programme Title	Duration (day)	Date	Coordinator
1	CME on Food Fortification for Medical Officers	2-day (3 batches)	April 7-8, 2014; April 15-16, 2014; April 21-22, 2014	PR Sodani, ND Sharma
2	Training and Capacity Building of the Mid-day Meal Programme Front Line Functionaries in the Sustainable Promotion of Fortified Food with Hygiene Practices	2-day (16 batches)	During April 2 to May 20, 2014	G Sadhu, Tanjul Saxena
3	Evaluation of Health Interventions for Urban Primary Health Care Services Delivery Project of the Government of the People's Republic of Bangladesh	7-day	May 5-11, 2014	PR Sodani

4	Induction Training Programme for Medical Officers, Government of Madhya Pradesh	2-week	July 14-25, 2014	PR Sodani
5	Procurement of Medicines and Health Products for Central Medical Supplies Public Corporation, Sudan	5-day	September 1-5, 2014	NK Gurbani
6	Quality Improvements in Hospitals for Rungata Hospital	5-day	September 1-3, 2014	Vijay Raghuvanshi
8	SAARC Regional Training on Leadership and Strategic Management for Tuberculosis and HIV/AIDS Control Programs at Male, Maldives supported by STAC, Khathmandu, Nepal	5-day	November 6-10, 2014	Nutan Jain
9	Using Data for Programme Monitoring and Evaluation for Nepal supported by WHO Nepal	5-day	December 22-26, 2014	DK Mangal, PR Sodani
10	Induction Training Programme for Medical Officers, Government of Madhya Pradesh	2-week	March 16-27, 2015	PR Sodani

WHO Fellowship Training Programmes (WHO-FTPs):

These programmes have been designed and created on request received from the WHO for the Ministry of Health and Family Welfare, Government of India. During the year 2014-15, the University organized the following Training Programmes:

WHO Fellowship Training Programmes 2014-15				
#	Programme Title	Duration (day)	Date	Coordinator
1	Public Private Partnership in Health (Batch 1)	30-day	May 5 - June 3, 2014	PR Sodani

2	Public Private Partnership in Health (Batch 2)	30-day	June 9 - July 8, 2014	PR Sodani
3	Quality Management in Hospital and Health Care	30-day	June 9 - July 8, 2014	PR Sodani
4	Health Systems Research	5-day	July 28 - August 1, 2014	PR Sodani
5	Health Management and Financing	14-day	August 4-16, 2014	PR Sodani, Alok Mathur
6	Monitoring and Evaluation of Health Programme	14-day	August 25 - Sept 6, 2014	Suresh Joshi
7	Research Methods, Data Analysis Management	14-day	August 25 - Sept 6, 2014	Suresh Joshi
8	Public Private Partnership in Health (Batch 3)	30-day	Sept 15 - Oct 14, 2014	PR Sodani
9	Health System Strengthening	15-day	November 3-15, 2014	PR Sodani
10	Patient Safety and Risk Management	3-day	December 4-6, 2014	S Kumar
11	Quality Management and Patient Safety	5-day	December 8-12, 2014	S Kumar
12	Leadership Development in Public Health	6-day	January 19-24, 2015	DK Mangal
13	Maternal, Child and Reproductive Health	12-day	February 16-27, 2015	Suresh Joshi

Professional Development Course on Management, Public Health and Health Sector Reforms (PDC):

The Ministry of Health and Family Welfare, Government of India recognized the IIHMR as a *Collaborating Training Institute* for conducting the Professional Development Course on Management, Public Health and Health Sector Reforms for District Medical Officers of Government of Rajasthan. This is a 10-week duration programme. The IIHMR has been organizing the PDC since

2005 and so far has trained more than 250 district medical officers under this programme.

Professional Development Course 2014-15				
S.#	Programme Title	Duration (day)	Date	Coordinator
1	15 th Professional Development Course on Management, Public Health and Health Sector Reforms for Government of Rajasthan supported by Government of India	70 day	Aug 25-Nov 2, 2014	PR Sodani

The University has an innate system of obtaining feedback on the trainings from the participants. The feedback so received from the participants is analyzed and reviewed in -house and corrective measures are taken. The quality of instructions and skill enrichment in the capacity building programmes are the all time focus of the University.

Committees

The University believes in participatory management. Most of the Academic and administrative processes are managed through Committees manned by senior faculty members. The faculty members feel responsible and involved in all the processes starting from admissions to convocation. The participation of alumni, students, persons from industry, eminent academicians and policy makers contribute in managing the University affairs. Some of the important committees constituted in the University are as under:

(i) Internal Committee on Prevention of Sexual Harassment

Pursuant to the provisions of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal Act, 2013, the University has constituted an internal committee to provide protection against sexual harassment of women at workplace and for the prevention and redressal of complaints of sexual harassment and for matters connected therewith or incidental thereto. The composition of the Committee is as under:

<u>S#</u>	<u>Name</u>	<u>Position</u>	<u>Contact Nos.</u>
1.	Dr. Tanjul Saxena	Chairperson	9784593254
2.	Dr. Shilpi Sharma	Member	9784832784
3.	Ms. Seema Pareek	Member	9352369108
4.	Dr. Alok Mathur	Member	-
5.	Mr. Shivendra Kumar Jha	NGO Representative	9414443492

(ii) Grievance Redressal Committee

In order to ensure transparency by Technical institutions imparting technical education, in admissions and with Paramount Objective of preventing unfair

practices and to provide a mechanism to innocent students for redressal of their grievances.

Grievances include the following complaints of the aggrieved students:

1. Making admission contrary to merit determined in accordance with the policy of the University
2. Irregularity in the admission process adopted by the University
3. Refusing admission in accordance with the declared admission policy of the university
4. Withhold or refuse to return any document in the form of certificates of degree, diploma or any other award or other document deposited with it by a person for the purpose of seeking admission in such university, with a view to induce or compel such person to pay any fee or fees in respect of any course or programme of study which such person does not intend to pursue;
5. Demand of money in excess of that specified in the declared admission policy or approved by the competent authority to be charged by such institution:
6. Breach of the policy for reservation in admission as may be applicable;
7. Complaints of alleged discrimination by students from Scheduled Caste, Scheduled Tribes, OBC, women, minority or disabled categories;
8. Non payment or delay in payment of scholarships to any students that such institution is committed.
9. Delay in conduct of examinations or declaration of results beyond that specified in the academic calendar
10. On provision of student amenities as may have been promised or required to be provided by the institution;

11. Denial of quality education as promised at the time of admission or required to be provided;
12. Non transparent or unfair evaluation practices;
13. Harassment and victimization of students including sexual harassment
14. Refund of fees on withdrawal of admissions as per university norms.

Following will be the university level Grievance Redressal Committee:

Dr. Ashok Kaushik	-	Chairman
Dr. Goutam Sadhu	-	Member
Dr. Sandeep Narula	-	Member
Dr. Susmit Jain	-	Member
Dr. Monika Chaudhary	-	Member

(iii) Anti-Ragging Committee

In light of guidelines issued by the University Grants Commission in pursuance of the Supreme Court directions given in "Vishwa Jagriti Missions" case the University is fully aware of its responsibilities to curb the menace of ragging. The University has constituted anti ragging Committee and squads as under to keep vigil in this regard :

Anti-ragging Committees and Squad

Committees and Squads for antiragging are being constituted at IIHMR University for the session 2014-2016 w.e.f July 14,2014 with the following as members **University level Anti-ragging Committee**

Name and University Appointment	Designation	Contact Number
Brig.(Dr.) S K Puri Advisor, Academic and Student ,Affairs	Chairman	9413007288
Col.(Dr.)Ashok Kaushik Dean, Academic and Student Affairs	Member	9649906976
Dr. Nutan P. Jain Professor & Warden	Member	09414066416

Dr. Vinod Kumar SV, Associate Professor	Member	9460082269
Dr. Neetu Purohit Associate Professor	Member	9414058100
Dr. Sandeep Narula Associate Professor	Member	8058760911

University level Anti-ragging Squad

Name and University Appointment	Designation	Contact Number
Brig.(Dr.) S K Puri Advisor, Academic and Student Affairs	Chairman	9413007288
Mr. NK Sharma Assistant Professor	Member	9460636163
Dr. Santosh Kumar Associate Professor	Member	9314611919
Dr. Seema Mehta Assistant Professor	Member	9587635437
Dr. Tanjul Saxena Assistant Professor	Member	9784593254
Mr. Achaleswar Singh In-charge (Hostel and Guest Relations)	Member	9314422020

Hostel level Anti-ragging Squad

Name & University Appointment	Designation	Contact Number
Dr. Nutan P Jain Professor and Warden	Chairman	09414066416
Dr. Arindam Das Associate Professor	Member	8890181973
Mr. Neeraj Srivastava Deputy General Manager, Corporate (Administration and Planning)	Member	9314944490
Mr. Achaleswar Singh Hostel and Guest Relations Incharge	Member	9314422020
Ms Seema Pareek Estate Maintenance Officer	Member	9352369108

(iv) Ethics and Review of Research Committee

The main role of the committee is to review the research proposal and grants from ethics perspectives of research on human subjects. The committee will follow the Indian Council of Medical Research Ethical Guidelines for Biomedical Research on Human Subjects. The Committee may also invite Institutional Review Board registered with U.S. Department of Health and Human Services (IORG0007355), if required.

Vision

The Committee is dedicated to ensure three principles of respect, beneficence, and justice Health Management Research endeavors. The health management research conducted at IIHMR is directed towards the increase of knowledge, conducted under conditions that no person(s) become mere means for the betterment for researchers, professional fair treatment and transparency; and consistent with the persons dignity and well-being that they are placed at no greater risk. The outcome(s) of the research are applied for community benefits at large.

Quality of research work needs to be improved, not only scientifically but from the human rights perspectives, protecting dignity, rights and welfare of research participants and the safety of researchers. One of the objectives of the Committee is to contribute to the effective (quality and consistent) ethical review mechanism for health and population research,

The IIHMR University is committed to protect research participants and improve the quality of research. The basic responsibility of the Committee is to ensure a competent review of all ethical aspects of the project proposals received by it in an objective manner. The Committee will provide advice to the researchers on all aspects of the welfare and safety of the research participants. The Committee follows primarily the Ethical Guidelines for Biomedical Research on Human Participants (2006) of ICMR. The responsibilities of the Committee can be defined as follows:

- To ensure a competent scientific / technical review along with all ethical aspects of the project proposals received by it in an objective manner

- To protect the dignity, rights and well being of the potential research participants;
- To ensure that universal ethical values and international scientific standards are expressed in terms of local community values and customs; and
- To assist in the development and the education of a research community responsive to local health care requirements.

Committee for Ethics and Review of Research

Dr. Shashi Kant , Professor, Center for Community Medicine (CCM) All India Institute of Medical Sciences, Ansari Nagar, New Delhi	Chairperson	Public Health Expert
Dr. Nutan P. Jain , Professor, IIHMR, Jaipur	Member Secretary	Behavioral Science Expert
Dr. Malabika Roy , SCIENTIST 'G' & HEAD, Reproductive and Child Health, Indian Council of Medical Research, New Delhi	Member	Public Health Expert
Mr M M Ranjan , Senior Advocate, Rajasthan High Court, Jaipur	Member	Legal Expert
Dr Ganesh Narayan Saxena Retd Professor, SMS Medical College and Hospital, B-33, Vijay Path, Near MPS School, Tilak Nagar, Jaipur	Member	Public Health Expert
Dr Rajeshwari Gupta , Retd Professor, SMS Medical College and Hospital, Jaipur	Member	Gynecologist
Mr Kedar Prasad Shrimal , Secretary, Gramodaya Samajik Sansthan, Chaksu, Jaipur	Member	NGO representative
Dr. Barun Kanjilal , Professor, IIHMR, Jaipur	Member	Health Economist

Dr Maj Vinod Kumar SV , Associate Professor, IIHMR, Jaipur	Member	Public Health Expert
Dr Suresh Joshi , Professor, IIHMR, Jaipur	Member	Public Health Expert

(v) Academic Audit Committee

The IIHMR University is primarily a research University which believes in integrating research with teaching. It constantly aims at high quality instructions, raising student learning and achievements. In order to maintain and improve the quality of teaching inputs and to verify the extent of attainment of the objectives of the academic programmes in a systematic manner, an Academic Audit Committee of the University has been constituted. The overall objective of the Committee is continual quality enhancement in the core activities of the University. The Committee shall consist of the following members:

1. Dr. Ashok Agarwal, Professor, International Institute of Health Management Research, Delhi
2. Dr. Dinesh Agarwal, Director, IPE global.
3. Dr. H. Dwivedi, Podar Institute of Management, Jaipur.
4. Ms. Andrea, Scientist, Johns Hopkins University, Baltimore, USA
5. Dr. Tanjul Saxena, IIHMR University, Jaipur.
6. Bajrang Lal Sharma, Registrar, IIHMR University, Jaipur. (Convener)

The terms of reference of the Committee shall be as under:

- (i) The Committee will scrutinize the academic systems (timelines and regularity of academic calendar, session plans, examinations and results) and procedures (student and stakeholder feedback, skill development etc.) that support quality and also their correlation with the outcomes of students' learning experiences
- (ii) The Committee will examine the efficacy of the tools and processes of the University which monitor the progress of their students and the range of skills and capabilities that students acquire as a result of their studies.

- (iii) The Committee shall consider the efforts and steps taken by the University faculties about improving the quality of teaching and learning and to promote the career opportunities of students.
- (iv) The Committee will also review the measures taken by the University Deans and teachers for change in curriculum or imparting other competencies on the basis of expectation and feedback of employers and other stakeholders.
- (v) The Committee will suggest and advise measures to be taken for improvement in quality of teaching, research and trainings; enhancing student focus, learning resources and opportunities; about competencies of teaching staff to deliver the academic programmes in an efficient manner.
- (vi) The Committee will have the mandate to assess the strengths and weaknesses of current academic practices and the identification of potential areas for improvement. It may also reflect the particular mission and strategic priorities of Schools/centres/institutes, where enhancement is seen in terms of a strategy for driving change and promoting student achievement and capabilities.

For efficient functioning of the Committee, the Members of the Committee may visit the ongoing classrooms, research projects and training programmes. The Committee/members of the Committee may also discuss the related issues with the President, concerned Deans, Controller of Examinations and Members of the Boards of Studies, faculty members, students and other stakeholders. The Committee shall have access to all relevant records of the University.

The Academic audit will be done annually and the audit process will start sometimes in November- December every year and the academic audit report will be prepared within sixty days of announcement of results.

The draft Audit report of the Committee will be shared and discussed first with the Deans and the President of the University and after finalization of the report; it will also be shared with the Boards of Studies, Academic Council and the Board of Management. The Compliance report/ Action Taken report will be prepared by the senior most Dean and submitted to the Academic Council and a Copy thereof will be given to the convener of the Academic Audit Committee.

Infrastructure

The University has adequate human and physical infrastructure for efficiently carrying out the various activities of the University. The IIHMR University Act of 2014 manifestly provides details of the infrastructure available in the University in Schedule-I appended thereto. The Expert Committee constituted by the UGC also observed that the infrastructure of the University is adequate and nicely maintained.

Faculty

The University follows the Scales and other service conditions laid down by the UGC. The University has well qualified cohort of 42 members in its faculty. All the faculty members are involved in all the core activities -teaching, research and training. Out of 42 faculty members, 29 faculty members are Ph.D. and 4 are MD. The faculty members are being sent to Johns Hopkins University for global exposure, learning pedagogy and capacity building in respective disciplines. The Faculty is well qualified, updated and trained for teaching the Courses being offered by the University. All the 42 Faculty Members of the University are full time and Permanent. Their areas of expertise, *inter alia*, include medicine, demography, health, population sciences, Statistics, Management, rural development, health economics, Finance and social sciences. The existing number of faculty members is more than adequate for performing the core activities of the University. The performance of the faculty is measured by the President and the respective Deans on the basis of their work in Key Result Areas (KRA).

The University advertises the vacant posts in National Dailies as well as notifying the vacancies on employment related websites. A selection Board, duly headed by the President, constituted by the Chairman of the University conducts interviews and selects the appropriate person for the vacant slot. The process of recruitment is transparent and independent.

In the year 2014-15 number of students was 159 and the number of faculty members was 44. The ratio of faculty to students was 1: 6 during the tear. The details of the Faculty members are as under:

Details of the permanent and temporary faculty members

Particulars	Female	Male	Total
Total No. of permanent teachers	10	32	42
No. of teachers with Ph.D. as the highest qualification	08	21	29*
No. of teachers with M.Phil. as the highest qualification	0	02	02
No. of teachers with PG as the highest qualification	02	09	11

Support Staff:

The non teaching support staff is well qualified and motivated. They are fully equipped with required skills. The University has healthy work culture and the staff is highly efficient and works with team spirit and synergy. The details of the support staff are as under:

Particulars	Female	Male	Total
Administrative Staff			
Administrative Staff:	2	12	14
Finance	1	10	11
Academics	4	6	10
Library	3	3	6
Training	0	1	1
Marketing	1	2	3
Sub Total	11	34	45
Technical Staff			
Information Technology	2	9	11
Research	8	19	27
Sub Total	10	28	38
Grand Total	11	62	83

Library

Dr. D. A. Henderson Library and Documentation Centre

The IIHMR University Library and Documentation Centre is dedicated to His Excellency Frank Wisner, US Ambassador to India by Dr. D. A. Henderson, renowned for his outstanding contribution to the eradication of small pox, on May 31, 1996. The IIHMR University has a spacious and well-equipped Library which is being run according to an open access system. The objective of the library is to provide its user, articles or material on current topics or affairs in minimum amount of time most effectively and to provide users with accurate information enabling the IIHMR University to achieve excellence in teaching, learning, research, and community services. It is the first automated library in the state. It is divided into three functional units viz., Technical Unit, Documentation Unit, Information Unit. The Library is being fully computerized. Also we have developed digital library on Open source Green Stone digital library software and available on Intranet for users.

Resources

The library collection is mainly focused on Health Management, Hospital Administration, Health Economics and Finance, Public Health, General Management, Management Information Systems, Population, Research Methodology, Sociology, Economics, Rural Management, Pharma Management Computer Science, and also has collection of books of general interest and valuable reference and rare books.

It has a collection of more than 29600 volumes including textbooks, reference books, training materials, case studies, manuals, reports and conference proceedings etc.

The library receives over 130 (92 National and 38 International) periodicals of professional and research nature in addition to a few periodicals of general interest as well as 140 Newsletters published around the globe. Library also subscribes 14 General magazines and 8 newspapers. The library collection also includes 857 CD-ROM and Databases from India and abroad like Health

Plan, Popline, e-TALC etc, Library also houses Udai Pareek HRD Resource Centre.

Online Database Library also subscribes to Online Journals of ProQuest and J-Gate and also sage online journals and statistical database indiastat.com.

- **ProQuest** Health Management™ is designed to meet the needs of researchers studying the field of health administration. ProQuest Coverage for around 800 key journals with over 4,500 Doctoral Dissertations and Theses and this database contains proprietary information about more than 40,000 public and non-public companies and 225,000 key executives.
- **J-Gate** Social & Management Sciences (JSMS) is a subset of J-Gate and indexes e-journals. Journal coverage: 6700 Indexed, 2000 free full text.
- **Sage journals**- Library have subscribed eight sage online and print journals.
- **Indiastat.com**: Indiastat.com is a gateway to comprehensive and authentic socio-economic information related to India. This is the mother site of a cluster of 57 websites delivering socio-economic data about India and its states covering various sectors. Indiastat.com has 56 associate sites which include 19 Sector specific and 31 India/State/UTs specific sites.

Documentation

- Library also publishes abstracts of dissertation submitted by the Post Graduate students.

Automation

The library work is handled with the help of Window based LIBSYS-4 Software. A Windows 2000 server, connected with all terminals in the university, handles the OPAC, information regarding new arrivals, circulation-based inquiries and compilation of bibliographies. The software has Web OPAC features. The library has Internet and Email facilities also.

Digital Library:

Library has provided to users online database and full text collection can be access through digital library. This is based on Open source Greenstone digital

library software. Online database are like indiastat.com, ProQuest, "J-Gate Social & Management Sciences (JSMS) SAGE Online Journals, Online Journals Link, Full Text Journal Articles, Journal of Health Management, WHO SEAR Publications and around 500 book full text and various report example- World Health report, Word Bank Report, RCH Report, NFHS Report, NSSO reports, SRS bulletin, Policy documents and around more than 1000 articles of various Journals, are available in our digital library portal.

Our student's dissertation, Summer Training report and MPH Students Capstone projects full text are also available on our digital library.

Facilities provided to the users

Services like information alert, reference interview, current awareness services (CAS) and Selective Dissemination Information (SDI). Library has DELNET (Developing Library Network) membership, which provides facility of connecting the university library with various libraries in the Network and with all the management institutes.

Other Facilities and Services

Reading Room Facilities	available
Computer facilities	10 Multimedia Computers for users
Scanning	Scanning Facility available
Reprography	Yes
Library Software	Libsys 4-6.0 release with WEBOPAC
Digital Library	Open Access Digital Library Software- Greenstone Digital Library (e-portal)

Timing

Time 8.00 a.m. to 10.00 p.m. on all working days
9.00 a.m. to 5.00 p.m. on Sundays, Second & fourth Saturdays.
(Library remains closed only on few public holidays observed by the University).

I.T. Centre

The Computer Centre of the University is one of the most modernized center in Rajasthan. The computer center is well equipped with state-of-the-art computing resources to cater the needs of the academic as well as administrative activities of the institute. The center has adequate infrastructure and is working round the clock throughout the year. Besides providing support to the ongoing activities of the Institute like research, teaching, training and consultancy, the center is actively engaged in software development in the field of health and hospitals.

The salient features of the center are newest servers, more than 400 latest computers, laptops, 95 laser printers; video conference facility, interactive class room, LCD Projectors, technically competent software and hardware professionals. The center is having Academic Alliance with Microsoft (Dreams park) which allows using different Microsoft packages for academics; apart from this center is also having statistical packages (SPSS, Stata), Microsoft office, Antivirus software. The center is also having perpetual software licenses and dedicated hardware for managing e-learning courses.

The center has fiber optic based wired and Wi-Fi based wireless local area network interconnecting nodes throughout the campus. Center is also outfitted with Windows Server, Exchange Server and other servers for better communication and interconnection at internal and external level.

Fast speed Internet access is available with the help of dedicated lease line. Internet facility is made available to the staff, students and training participants for external communication and for global exposure to research and training. Use of internet is closely monitored by a powerful Unified Threat Management appliances fulfilling the norms of Ministry of Communication and LT.(DoT, Gol).

All the departments of the Institute e.g. academic, Stores, Accounts, Purchase, Hostel and Personnel are fully computerized with software developed in-house or outsourced. Well qualified team is enthusiastically mixed up in developing and managing internal, external software package and research tools. The research tools are developed using specific technologies for effective use of computer science in the domain of health and hospital.

The Centre acts as a central nervous system ensuring satisfactory operations and bringing life to every activity of the Institute.

Computer Labs

Information about the Computer Laboratories

S.No.	Laboratory - No	Area in sqm	Location	No. of Computers	No. of Printers
1.	Com-Lab	167	2nd Floor	153	15
2.	Com-Lab	111.78	Near Server Room	74	7
3.	Com-Lab	126	Basement	66	7
4.	Com-Lab	30	RO Wing	13	1
Total				306	30

University Website

The University believes in sharing all relevant information pertaining to concern of all the stakeholders. In order to provide free and convenient access to public at large, the University maintains its website in the public domain. The University has an independent, dynamic and informative website- **www.iihmr.edu.in** which is updated on weekly basis. The website very comprehensively provide all the information pertaining to the governance, core activities, admissions, Courses offered, Fee structure, Faculty profiles, facilities and infrastructure etc. The website also provides documents related to mandatory disclosure as required under the Right to Information Act, 2005.

Hostel Facility

The University also provided hostel facility to 202 students in the campus. The monthly charges for the hostel were Rs. 4200- 2500 per month and the mess charges were Rs. 2800 per month in the year 2014-15.

Play Grounds

Sports Infrastructure

Open Play Ground(s) for outdoor sports:

- (a) (Athletics, Football, hockey, Cricket, etc.) – Cricket cum Foot ball Ground,

Volley ball Ground & Two Badminton Court

- | | | |
|-----|--|-------------------------------|
| (b) | Track for Athletics | No |
| (c) | Basketball court - | Yes |
| (d) | Squash/Tennis Courts - | Tennis Court (Grass) |
| (e) | Swimming Pool (Size) - | L 59'.9" x W 24'.8" X D 5'.9" |
| (f) | Indoor Sports Facilities including gymnasium – Gymnasium, Table
Tennis, Carom & Chess | |
| (g) | Any other - NA | |

Conferences and Seminars

Pradanya-the Annual Conference

(i) Organizing Pradanya

IIHMR University organized 19th *Pradanya*, an International Conference on **Innovations in Governance and Strategies: Reimaging Healthcare India** on September 20-21 2014. The Conference was well attended by senior executives and policy makers of health, hospital and pharmaceutical sector from our country and abroad along with the academicians, alumni and students. The participants of the conference were hugely benefitted by enriching 11 research papers and 26 poster presentations. The following six sessions were held during the two daylong Conference wherein the threadbare discussion took place:

(a) **Bright Side of Bad Times: Talent Search, Acquisition and Retention of Human Resource in Health an unending war.**

More and more observers agree that a talent scarcity is looming-and that this shortage will make finding and keeping the right people with the right skills increasingly challenging for organizations. To manage voluntary turnover in an organization, there is need for an in-depth understanding of why employees leave or stay with an organization in general, as well as strategies for managing turnover among valued workers in a company. Dysfunctional turnover is harmful to the organization and can take numerous forms, including the exit of high performers and employees with hard-to-replace skills, departure of women or minority group members that erode the diversity of your company's workforce, and turnover rates that lead to high replacement costs. By contrast, functional turnover does not hurt an organization. Low satisfaction and commitment can initiate the withdrawal process, which includes thoughts of quitting, job searching, comparison of alternative opportunities, and the intention to leave. This process may lead to turnover if the organization fails to manage it effectively.

Speakers:

- Samuel Mawungaidze - State Chief, UNICEF (Rajasthan Region)
- Dr Shubnum Singh, Dean, Nursing and Allied Health and Senior Consultant, Max Healthcare Institute, New Delhi

(b) Non-communicable Diseases: An unending war

India is experiencing a rapid health transition with a rising burden of Non Communicable Diseases (NCDs). Overall, NCDs are emerging as leading causes of death in the country. As with other priority health issues, prevailing social and economic conditions influence people's exposure and vulnerability to NCDs, as well as related health-care outcomes and consequences. The rapidly growing burden of NCDs in developing countries is not only accelerated by population ageing, it is also driven by the negative effects of globalization.

Speakers:

- Dr Sanjiv Kumar - Executive Director, NHSRC
- Dr Sadhana Bhagwat, Senior Associate, GAIN

(c) Future Hospitals

Hospitals in India are facing an unparalleled force to change. Industry experts have projected that multiple, intersecting pressures will drive the transformation of health care delivery and financing from volume- to value-based payments over the next decade. Hospitals must focus their efforts on performance initiatives that are essential in the short term and that will also remain critical for long-term success in the future. Attention needs to be paid to:

- Strengthening government capacity to manage infrastructural rehabilitation programmes
- Adopting robust financial control systems
- Gathering up-to-date utilisation data (both current and projected)

Speakers:

- Dr Ram Narain, Executive Director, Kokilaben Dhirubhai Ambani Hospital, Mumbai
- Dr ChandraShekhar Jadhav, Director Admin, Zulekha Hospital, Sharjah

(d) Patients for Patient Safety

Patient for Patient Safety is a programme that brings together patients, providers, policy-makers and those affected by harm, which are dedicated to improving health care safety through advocacy, collaboration and partnership. Millions of patients around the world are suffering every year due to preventable harm in health care and PFPS believes that safety will be improved if patients are placed at the centre of care and included as full partners.

Speakers:

- Dr Arati Verma - Senior Vice President, Medical Quality, Max Hospital, New Delhi
- Dr Charles F Stanford - Senior Director, VPS Healthcare Dubai
- Dr Raja MVSMA, Vice President, Marketing & Portfolio, Dr Reddy's, Hyderabad

(e) Ethics in Healthcare and Pharmaceutical Research

Research involving human participants must be conducted in a manner that respects the dignity, safety, and rights of research participants. This principle has formed the basis of ethically acceptable clinical and epidemiological research for decades. Research teams all over the world have increasingly recognized the need for external oversight in securing ethical advice, and independent ethics committees have been established to carry out this role. At the same time, significant scholarly work and international guidance have provided the philosophical and operational framework for improving the ethical conduct of research and building appropriate safeguards. There is a pressing need to conduct more locally applicable research for health, including studies related to patient safety.

Speakers:

- Dr Yogesh Kalkonde, Senior research consultant, SEARCH
- Dr Shashi Kant, Professor, Centre for Community Medicine, AIIMS, New Delhi
- Mr Pankaj Gursahani, Director, Sales Training, Astra Zeneca Pharma India Ltd.

(f) 4 Ps in Healthcare (Public, Private, people Partnership)

A public-private - people partnership (PPPP) is a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies. It enables the public sector to harness the expertise and efficiencies that the private sector can bring to the delivery of certain facilities and services traditionally procured and delivered by the public sector. PPP involves a contract between a public sector authority and a private party, in which the private party provides a public service or project and assumes substantial financial, technical and operational risk in the project.

Speakers:

- Mr Soumitro Ghosh, CEO, Wadhvani Initiative for Sustainable Healthcare
- Mr Mark Allan, Executive Director, Max Institute of Healthcare Management, Indian School of Business, Mohali
- Mr Pradeep Sharma, Business Unit Head, Specialty Bayer Healthcare, Mumbai

(li) National Seminar under School of Pharmaceutical Management

A one day National Seminar on “Perspectives in Pharmaceutical Industry: Response of Pharma Education” was organized by the University with aegis of Association of Pharmaceutical Teachers of India (Rajasthan State Branch) and Indian Pharmaceutical Association (Rajasthan State Branch) on 20th December, 2014.

This seminar was organized with an objective to facilitate the interaction between the academia and industry. Directors/Principals/Heads of Pharmacy Institutions of Rajasthan & neighboring States, Representatives of Pharmaceutical Companies, the IIHMR University and Association of Pharmaceutical Teachers of India (APTI) Rajasthan State Branch and Indian Pharmaceutical Association (IPA) deliberated on “current key areas of interest in the light of changing industry requirements, disease pattern, etc.” and “challenges and opportunities in the Pharmaceutical Industry to understand prevailing gaps between the output by the academia and unmet needs of the industry”.

The national seminar began with lightening of the lamp and welcoming of delegates by Dr. S.D.Gupta (President IIHMR University), Dr. Gupta addressed the theme of national seminar and pointed out the issues that how academic institutions through set of knowledge and skills generate the demand in industries regarding employability of students. He also emphasized that academic institute should think in different perspectives so that they could nurture the industry human resource need that have an optimum mix of technical skills and management skills.

The next program was followed by address by the chief guest Prof. (Dr.) P.C. Dandiya and program objectives by Prof. B.P.Nagori (Vice-President APTI).

In his key note address “Changing Global Regulatory Environment and Cultural Differences” Mr. Subhash Seth, CEO Blueberry Pharma Advisory, Mumbai , stated that in the last decade Indian Pharmaceutical Industry has faced many challenges due to global regulatory environment changes.

Dr. Hemant Dande, President Raptakos Brett& Co Ltd, said that Pharma course curriculum should more in favor of present and future aspect of Pharma business rather than discussing about the history of Pharma industry. His discussions were mainly focused on the gap between Education and Employability. Skill Development was the only way to fill the gap between the academia and industry. He also pointed out that the curriculum though difficult to change, should be customized viz. change in industry should be anticipated for the duration of course (4 years), although his focus was on English communication. Another way of skill development was career counselling, organizing seminars and workshops to update knowledge/skills.

Dr. Dande also elaborated on various fields in pharmacy which would require a large number Pharma graduates and post-graduates in coming 4-5 years viz. evergreen Marketing, IPR, Quality Control, Production, and Business Analyst. Another major upcoming area was Information Technology as number consultancies have started hiring Pharma students giving handsome packages.

Mr. K. Satya Mahesh, Associate Director Merck Serono address on “Opportunities and Challenges in Pharmaceutical Industry”. Mr. Mahesh presented a clear difference between Academics and Industry, what we learn

and what we need to learn. Giving a brief about the spectrum of jobs for a pharmacy graduate, Mr. Mahesh pointed out that though there are a number of challenges but also there are more opportunities which can only be grabbed if both academia and industry work together. He also stated that Generation Y praising them for their abilities Confidence, Achievement and Team oriented, multi-tasking and working for purpose not for paycheck which was ironically the main reason for their frequent job changes.

Prof. (Dr.) B.P. Nagori fascinated the participants in his session “Collaborative Links between Pharma Industry and Academia for Fostering Mutual Growth and Development”. Being an academician he brought out the major goals of higher education; He clearly stated that Technical Education forms the backbone of development of a nation and Industry is the major consumer of technical institution product. Therefore a good & vibrant institute industry interaction is always required by both sides. Very beautifully he correlated Industry with Institution which can be paraphrased “Industry needs “Ideas”. It has funds, but lacks time. It has Yesterday mind; Institute needs “Funds”. It has time, expertise and can provide ideas. It has Tomorrow mind; bringing them together gets us Today He then gave statistics of the institutions providing pharmaceutical education and that of students passing out each year (D.Pharm, B.Pharm, M.Pharm) giving special reference to the skills acquired at graduation level but he also brought out the major disconnect between the industry and education which was the lack of technical skills, intellectual skills and personal attributes.

Mr. Amit Choudhary, MD DD Pharmaceuticals, stated the current status of Indian Pharmaceutical Industry in terms of size, manufacture (Formulation and bulk), import and export followed by a brief discussion about the new regimen viz. how globalization has led to newer and stricter regulations and standards. He addressed that a small account of the growth drivers of the Pharmaceutical Industry and the big opportunities that lie ahead.

The national seminar concluded with a vote of thanks by Dr. Rakesh Gupta, (Secretary, APTI). He thanked all the participants for their participation and invaluable contribution in the seminar. He shows his special gratitude to IIHMR University to provide such a platform for Industry and academia interaction. He assured that academia will nurture the need of industries with right direction and right capacity and also work sincerely in developing professional relationship between the industry and academic institutions, to prepare human resources

according to their needs, and create opportunities for learning and gaining experience for the Pharmaceutical graduates.

(iii) National Conference on Urban Health

The 2nd Conference on Urban Health: Opportunity for Multi Sector Partnership was organized by the IIHMR University in collaboration with The Urban Health Society of India (UHSI) on April 4-5 in Jaipur. It aimed to provide a forum for collective thinking of researchers, academicians, practitioners, professionals, policy makers, industry people and students on issues related urban health.

The conference was attended by 276 professionals including resource persons, presenters and delegates. The broad theme of urban health was deliberated under the following five sub themes:

- (i) Urban Health: Policy and Practices
- (ii) Urban Planning
- (iii) Health Monitoring in Urban areas
- (iv) Urban Health and Climate's Resilience
- (v) Water, Sanitation and Hygiene for Urban Poor

The conference attracted 191 papers on the theme of the conference and the abstracts of which were published in the souvenir. Thirty four oral presentations and 53 poster presentations were organized in addition to five plenary sessions on the sub themes.

The participants were from different Medical Colleges, Government and Private Universities, Research Institutes, Health Resource Centers, constituents of United Nations, Private organizations, NGOs, local bodies, Senior Officers from union and state Governments.

The- participants of the conference were of the uniform opinion that the efficient urban Governance is possible by active and well coordinated participation of different government departments, non-governmental organizations, public representatives, industry and the community. In the efficiently managed cities, urban authority takes a leadership role in combining the talent and powers of all sectors. In health sector specially to reduce health inequities in urban settings, multiple sectors act in a coordinated fashion on the complex web of health determinants. The vertical partnerships between national, regional and local

governments must be complemented by horizontal partnerships of stakeholders within cities. Coherence between national policies and local implementation is crucial for effective urban health governance and health care. Eventually, a healthy urban habitat is the foremost objective for all of us

The outcome of the conference is being consolidated as “**Jaipur Declaration on Urban Health**”, 2015 and will be shared with appropriate partners as inputs for the National Health Policy

Financial Viability

The University is a self financed organization and in accordance of section 6 of the Act the University manages its finance through its own resources like research projects, educational programmes and trainings. in the financial year under review the University did not receive any grant or other assistance from the Government. :

Accounting and Financial Procedures

The University prepared Accounting and Financial Procedures which approved by the Board of Management in its second meeting held on July 28, 2014. The Accounting procedures include provisions on responsibilities of financial operations and role of Accounts and Financial Department of the University. There are adequate checks and balances in the procedure to insulate the organization from misappropriation and misuse of funds.

The Accounting Procedures do provide efficient management of University funds and assets. The procedures also manifestly depict responsibilities of persons involved in the process of managing the finance and Budget. The Finance and accounting cell adheres to the accounting procedures of the University.

Annual Budget

The annual Budget of the University is prepared by the Accounts and Finance cell of the University. The Annual Budget of the University was accorded ex post facto approval of the Board of Management of the University on July 28, 2015 in its Second Meeting. The annual Budget approved by the Board of Management of the University is as under:

Annual Budget for the Financial Year 2014-15

S#	Particulars	Total Amount (Rupees in Lacs)
A.	REVENUE RECEIPTS :	
1	PROJECTS	1,224.70
2	MDPs /WORKSHOPS	168.15
3	<u>EDUCATIONAL COURSES</u> :COURSE FEE	836.10
	FROM LODGING CHARGES	68.30
4	OTHER MISC. RECEIPTS	50.00
A	TOTAL REVENUE RECEIPTS	2,347.25
B.	REVENUE EXPENDITURES :	
1	SALARY & ALLOWANCES	973.77
2	TRAVELLING & CONVEYANCE	219.20
3	PRINTING /XEROX/STATIONERY	25.58
4	ELECTRICITY & GENERATOR EXP.	46.56
5	POSTAGE/COMMUNICATION	24.93
6	VEHICLE RUNNING & MAINT.	3.46
7	OFFICE UPKEEPING & MAINT.	90.00
8	ANNUAL MAINT. EXP. ON COMPUTERS & EQUIPMENTS	9.85
9	RECRUITMENT & ADVERTISEMENT	9.28
10	BOARD & COMMITTEE MEETING	12.55
11	HONORARIUM & TRAVEL EXP.	34.78
12	MDPs & WORKSHOPS	84.05
13	EXPENSES ON ACADEMIC COURSES	270.77
14	PROJECTS WORKSHOP EXPENSES	66.27
15	PROJECT OFFICE RENT	4.00
16	HIRING CHARGES OF COMPUTERS & OFFICE EQUIP.	23.96
17	DEPRECIATION	77.16

S#	Particulars	Total Amount (Rupees in Lacs)
18	INSURANCE EXPENSES	1.90
19	BOOKS & JOURNALS	27.05
20	MISC. EXPENSES	8.00
21	COMPUTER SOFTWARES AND RENEWALS	10.54
22	INTEREST ON BANK'S OD LIMITS	60.00
23	IN-HOUSE RESEARCH GRANTS/SCHOLARSHIP TO STUDENTS	10.00
24	SHARE OF CORPORATE OFFICE EXP.	71.12
B.	TOTAL REVENUE EXP.	2,164.78
C	REVENUE SURPLUS (+) /DEFICIT (-)	182.47
D.	<u>CAPITAL EXPENDITURES :</u>	
1	COMPUTERS & PRINTERS	10.29
2	OFFICE EQUIPMENTS & AUXALLIRIES	12.66
3	FURNITURE AND FIXTURES	17.50
4	OTHER EQUIPMENTS	0.35
D.	TOTAL CAPITAL EXPENDITURES	40.80

Other Reportable Activities

Visit by UGC expert committee

Pursuant to the Provisions of the University Grants Commission Act, 1956, the University filed an application before the Commission in the prescribed Performa on November 11, 2014 for inclusion of its name in the list of Universities being maintained by the Commission. The UGC constituted an expert committee consisting of 10 members headed by Dr. Sabyasachi Basu Raychoudhary, Vice Chancellor, Rabindra Bharati University, Kolkata on January 17, 2015. The Committee also included 4 members nominated by the All India Council of Technical Education. The Committee so constituted had the terms of reference to carry out on the spot assessment of fulfillment of criteria in terms of programmes, faculty, infrastructural facilities, financial viability etc as laid down by the UGC and other regulatory authorities.

The UGC Expert Committee visited the University on April 17-18, 2015. At the outset, The President of the University delivered a power point presentation before the Committee. The Committee physically verified the available infrastructure, had meetings with faculty, students and the support staff of the University. They also examined the documentation and witnessed various processes of the University. The Committee largely expressed its satisfaction on the available infrastructure, maintenance of records and processes adopted by the University relating to the admissions, curriculum design, teaching, research trainings examinations etc. The Committee has also advised the University to improve on some aspects of accounts, personnel issues etc.

Center for Road Safety Injury Research

A proposal with concept note on Road safety and injury research centre has been submitted by the IIHMR University to the Bloomberg School of Public Health, Johns Hopkins University, and Baltimore, USA. The formal MOU is to be signed between the two organizations.

This is a very significant area of research because vehicular accidents and road safety call for a multi-disciplinary approach and hence the convergence of

various Government departments and voluntary organizations is a pre requisite for wider consultations and better results.

It was indicated that draft Indian Motor vehicle Act has already been put in public domain and a Parliamentary Committee is also working on it. Therefore, the proposed Centre may involve itself with the processes of the ministry of Road Transport and Highways.

Gender Health Resource Centre (GHRC)

Since International Conference on Population and Development (ICPD) gender was one of the quality perspectives to understand reproductive and sexual health. The Institute has concerns for gender and quality of services and therefore, builds the capacity of the faculty and research staff on the same. A "resource center on women's health, empowerment and rights" was established in 1997 with the support from the Ford Foundation in a project mode for five years. Working on the issues, further strengthen the thoughts and ideas and therefore, the center was rejuvenated with the name "Gender Health Resource Center". The center believes that gender is a part of the quality concepts; and one of the major social determinants of health; and relates to both women and men, and their different health needs.

This is also reinforced as we worship our role model "Ardhnarishwara" in the Indian context. Currently, the center is not confined within a room only but has become virtual.

Aims: The GHRC aims at contributing towards making health programmes more gender-sensitive, effective, equitable and sustainable.

Objective: The main objectives of the centre are to:

- i) Provide technical support to health programmes for gender mainstreaming;
- ii) Build capacity of health managers and service providers to carry out gender-sensitive/ community responsive public health programmes;

- iii) Produce research evidence on gender as social determinants of health and advocate for policy formulation, dissemination and advocacy effort;
- iv) Document the perspectives and experience of gender on health issues and social determinants of health

Key Resource centre for Water and Sanitation

IIHMR University has been identified as a Key Resource Centre (KRC) for drinking water and sanitation by the Ministry of Drinking Water and Sanitation, Government of India. The purpose of the Centre is to enhance knowledge and capacity of the sector professionals through specialized training and capacity building programs to meet the challenges of leadership, and managerial, administrative, technical, attitudinal and legal aspects.

The objectives of the KRC include upgrading knowledge, skills and attitudes of PHED engineers, PRI representatives, master trainers and other stakeholders; equipping the trainees intellectually and professionally for carrying out the assigned responsibilities in an effective and sustainable manner; keeping personnel up-to-date on the new technologies and innovations and enhancing professional knowledge and skills needed for better performance of individuals and organizations; motivating and enabling trainees to achieve professional excellence; promoting attitudinal reorientation in line with emerging issues and challenges; fostering respect for rural community's rights; focusing on issues and concerns of the rural community and in involving them in the process of planning, implementing and monitoring of drinking water facilities; promoting better understanding of professional requirements as well as sensitization to social, economic, technological and political environment in which the implementation is to be undertaken; enhancing knowledge and skills about convergence with other related programmes launched at the centre and state level; and enhancing the capacity of Communication and Capacity Development Unit.

As the KRC-WATER, the Institute has so far organised six programmes titled Training of Trainers on Community Participation, Participatory Rural Appraisal techniques and Sustainability of VWSC and Source sustainability . The objective of the programme was to prepare a battery of trainers at state and

district level equipped with skills of Participatory Rural Appraisal (PRA), in context of role and responsibilities of VWSC in a participatory approach for ensuring long term sustainability of the village community as well as source. Total 177 participants comprising of State Resource Group Members, District Level Consultant and PH ED officers CCDU staff, panchayat members, line department functionaries, motivators were trained through four days programme that included one day field visit

As the KRC - Sanitation, the Institute has organised a total of four programmes - two on Community Led Total Sanitation, one on Strategic Management for NBA Implementation and one on Documentation for NBA. The participants consisted of District Resource Group Members, Motivators, District Coordinators, Employment Assistants and Technical Assistants

Faculty Retreat

The 8th retreat of the faculty members and managers of the IIHMR group of Institutions was held from April 23-25, 2015 at Achrol Niwas, Achrol. The overall purpose of the Retreat was to develop synergy among faculty to explore growth strategies on core activities of research, education and training for the next 5 years for IIHMRs. The following were the specific objectives of the Retreat:

1. To revisit core values and cultural ethos of IIHMR
2. Institutional overview of performance in the core areas at IIHMR Bangalore, IIHMR Delhi and IIHMR University, bottlenecks and way forward
3. To review support system for facilitation of core activities
4. To discuss and have collective decision for appropriate business model for future growth.

This retreat became more important as the KPMG, a US based consultancy firm hired for developing a sustainable business model for the growth of IIHMR constituents, also shared its experience with the participants. The KPMG team, led by Shri V. Madhavan, actively participated in all the sessions to acquaint themselves with the breadth and length of the IIHMR core activities. The

participants of the retreat introspected and shared their views and experiences on the following themes:

- (a) An overview of past retreats and our commitments
- (b) Appropriate Business Models for Future Growth of IIHMR
- (c) How are we doing in Research?
- (d) Inter-Institutional and External Partnerships
- (e) How are we doing in Training?
- (f) How are we doing in Education and Teaching?
- (g) Open Forum: Role of Corporate Team, administrative support and issues
- (h) Way forward for growth in research, education, training and consulting

The retreat proved quite fruitful as it provided a forum for introspection, planning, setting individual and institutional goals, sharing experiences, and stories of success and failure. The place of retreat was located in a village setting where the city bound participants could witness the natural glitter of stars in the night. It provided a perfect ambience for joy, relaxation, entertainment amidst serious sharing.

ICDS Systems Strengthening and Nutrition Improvement Program

The Ministry of Women and Child Development (MWCD) has been at the forefront in responding to the call made by the National Nutrition Council on "Addressing India's Nutrition Challenge" and has initiated several measures to bring a strong focus on child nutrition and development. Conceptualizing the International Development Association (IDA) supported Integrated Child Development Services (ICDS) Strengthening Nutrition Improvement Project (ISS IP) is one of its unique initiatives that complements the Government's larger efforts and is aligned with the key decisions made by the Council to support 200 high burden districts in the country. Of these, ISS IP will be implemented in 162 high burden districts in 8 states.

ISSNIP is designed in response to the various concerns raised in the above perspective. ISSNIP was originally conceived as a seven-year project, with a two-phased Adaptable Programme Lending (APL) approach. Phase 1 conceives to cover a period of three years and Phase 2 for four years. Key outcomes of Phase 1 of the project are related to strategic learning and systems strengthening in ICDS programme, which will shape future strategies that can be implemented in Phase 2 to address program outcomes on a large scale. Therefore, the core purpose of the Project Development Objective (PDO) of Phase I is to support the Government of India and participating states to: (i) strengthen the ICDS policy framework, systems and capacities, and facilitate community engagement to ensure greater focus on children below three years of age; and (ii) strengthen convergent actions for improved nutrition outcomes. Phase 1 of the project includes 162 high focus districts across 6 Empowered Action Group (EAG) states: Uttar Pradesh, Madhya Pradesh, Bihar, Rajasthan, Chhattisgarh, Jharkhand; and 2 non-EAG states: Andhra Pradesh and Maharashtra.

IIHMR has been a consortium partner with PricewaterhouseCoopers Private Ltd Pwc) and Child in Need Institute (CINI) to provide support, guidance and assistance in achieving the key objectives of Phase 1 of ISSNIP. The central level, Technical Assistance (T'A) agency has put in place a Core TA team, comprising of the Project Director, Team Leader, Deputy Team Leader, Advisors and 5 Technical Programme Coordinators(TPCs) leading each of the technical task areas. At the State level, State Team Leaders (STLs) are engaged to lead the state level activities, to be supported by Regional Managers. IIHMR has been providing technical support at the central team as well as in the state of Rajasthan.

The Technical Assistance agency has been appointed by MWCD to provide support, guidance and assistance in achieving the key objectives of Phase 1 of the ISS IP with interventions designed across the four key components:

- Component 1: Institutional and systems strengthening
- Component 2: Community mobilization and behaviour change communication (BCC)
- Component 3: Piloting convergent nutrition actions

- Component 4: Project management, technical assistance, monitoring and evaluation.

The role of the TA agency is to provide specialized and focused technical expertise to the ICDS programme considering the need for techno-managerial support required for strengthening the policy framework, systems and capacities at the national and state levels.

Food Fortification Project (GAIN)

Agency Global Alliance for Improved Nutrition (GAIN), New Delhi

Team: Rahul Sharma, Dr. Suresh Joshi, Dr.R.S.Rathore, Rajeev Baghel, Sudeep Sharma, Ranjeeta Rani, Raj Kapoor Raghav

The project aims to reduce the prevalence of micronutrient deficiencies in the State of Rajasthan. The objective is to reduce micronutrient malnutrition in the state by making available fortified Wheat flour, Oil, Milk and Soydal Analogue through both the open market and government distribution channels. The Project focuses on ensuring that the fortified foods are sold through open market channels and also distributed through the Public Distribution System and through other public funded programs such as the Integrated Child and Development Scheme and Mid Day Meal. The core project components are: Production and Distribution, Social Marketing and Communication, Legislation and Quality Control and Monitoring and Evaluation. A Project Management Unit (PMU) is set up at IHMR for the execution of the project .. In last two years of implementation the project has succeed in making large scale flour mills to produce fortified wheat flour, major milk dairies in Rajasthan namely Saras Dairy, and Lotus Dairy to fortify Toned and Double Toned milk and Major oil refineries like Ruchi Soya Industries Ltd., Bunge India Pvt. Ltd. Mahesh Edible Oil Industries and Ajanta Soya Limited to produce fortified refined soyabean oil, mustard oil and Palmolein oil for open market. Centralized kitchens namely Akshaya Patra Foundation, Nandi Foundation and Adanya Chetna Foundation used Soydal Analogue with project support for Mid Day Meal preparation covering over a million school children in Rajasthan. Various Social Marketing and Communication approaches have been implemented to create the awareness to use fortified food among the community. Special efforts are been

made to involve print and electronic media to promote the consumption of fortified food.

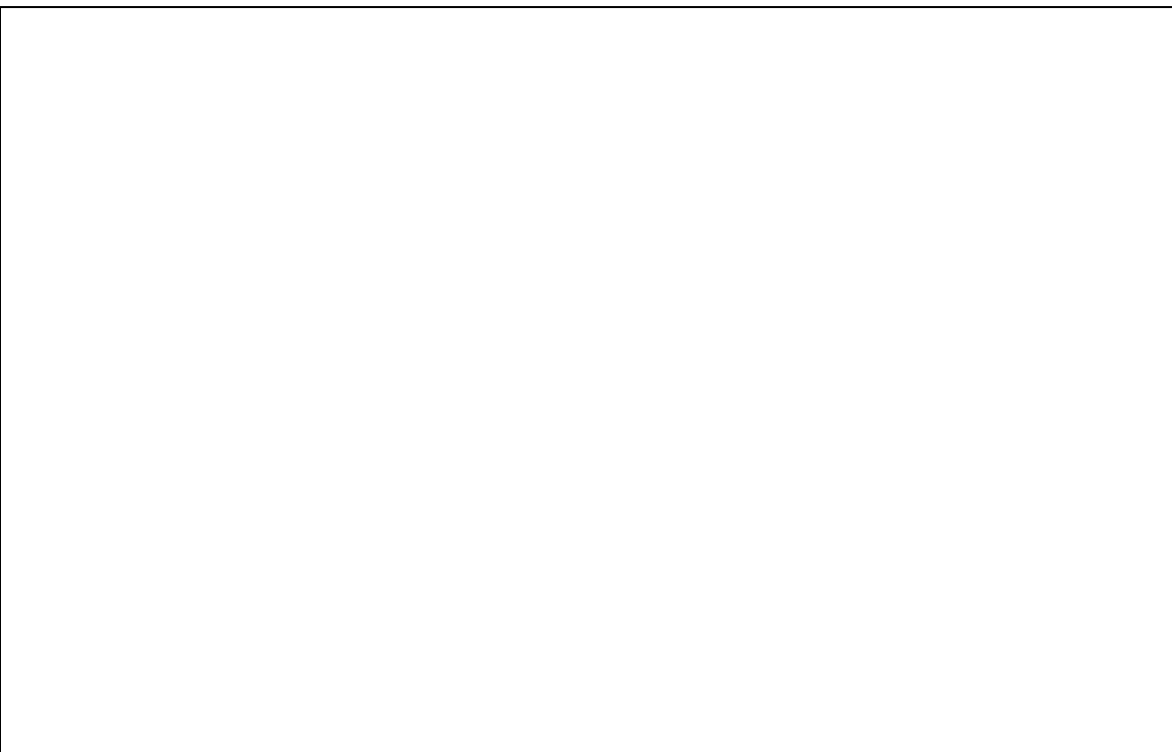
A small scale operation research project has been undertaken with name "Village Level Wheat Flour Fortification Project" in two tribal blocks of Udaipur district namely Salumbar and Sarada, where small chakkis are helping in fortifying wheat flour for the public especially for BPL families who receive wheat grain through Public Distribution System. The project aims to work out the feasibility in terms of sustain interest among grinders and cost implication of small scale fortification initiative.

Convocation

The IIHMR has a tradition to facilitate placement to almost all students before their final year examinations and to organize annual convocation just after declaration of results and to confer degrees to the graduating students. The University ensures that the students make their exit with the degree in hand they acquired during their stay in the University.

The first convocation for the year 2014-15 of the University will be held on Wednesday, May 20, 2015. All the passing out graduates will be conferred MBA/MPH degrees by the University on the day of first convocation. The University religiously adheres the schedule of conferring the degrees within one month of declaration of results.

Convocation
Photo



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