

*Health cannot be a question of income,
it is a Human right.*

- Nelson Mandela

Abbreviations

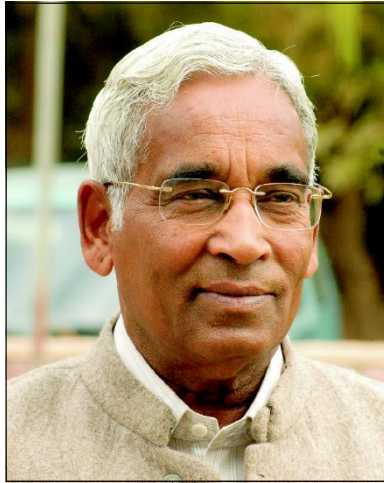
IHMR	Institute of Health Management Research
SPM	School of Pharmaceutical Management
SRM	School of Rural Management
JHU	Johns Hopkins University
ICDS	Integrated Child Development Service
NCD	Non-Communicable Disease
MDP	Management Development Programme
PDC	Professional Development Course
PHC	Public Health Centre
UNICEF	United Nations International Children's Emergency Fund
IIPS	International Institute for Population Sciences
GAIN	Global Alliance for Improved Nutrition
MPH	Master of Public Health
NRHM	National Rural Health Mission
NUHM	National Urban Health Mission
HUP	Health for the 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
FFC	Fee Fixation Committee
SEARO	South East Asia Regional Organization

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(Trustee Secretary from June 23, 2001 to December 07, 2014)
(Chairperson from November 27, 2013 to December 07, 2014)

A grateful University pays its homage to the departed visionary
Shri M L Mehta

Introduction

The University

The IIHMR University has been established by Government of Rajasthan vide the IIHMR University Ordinance, 2013 (Ordinance No 30 of 2013) promulgated on September 27, 2013 by the Governor which was replaced by the 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 was finally notified in Rajasthan Gazette Extraordinary on February 26, 2014.

After having incorporated as a research University by the State Government, the IIHMR University submitted relevant information before the University Grants Commission (hereinafter referred as the UGC) on November 11, 2014 for getting its norms and standards ascertained which have been prescribed for the private Universities. The UGC constituted a Committee of experts to visit the University for carrying 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 statutory bodies. The Committee of experts included four representatives from the All India Council of Technical Education (hereinafter referred as AICTE). The Committee visited the campus of the University on April 17-18, 2015 and submitted its report to the UGC. The University fulfills the standards as prescribed in the UGC (Establishment of and Maintenance of Standards in Private Universities) Regulation, 2003.

Having being satisfied by the Expert Committee Report and compliance made by the University, the UGC issued its letter of approval on October 13, 2015 to the University and the IIHMR University has been exhibited as a state private University established under section 2 (f) of the UGC Act, 1956 on the UGC website. In this way the University bears the competent approval of the UGC as a private research university established by the State Government.

Genesis

The genesis of the 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 programmes through management research, education, training, consultation and 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 IIHMR has 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,

The IIHMR, 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 as a research University. As it has transitioned to a University, its focus will be inclusive and will have diversity in its activities.

Objects

As defined in Section 4 of the IIHMR University Act, 2014, the objective 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 Crores 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 Fund may be utilized for development of infrastructure of the University.

Thrust Areas

The University is engaged in policy issues, programme planning and management and capacity building in health and other areas. It undertakes postgraduate academic courses, research, training and consulting activities in the following areas:

- Primary Health Care
- Health and Hospital Management
- Pharmaceutical Management and Rural Development
- Population and Reproductive Health and Evaluation
- Health Economics and Finance
- NGO Management and Networking
- Programme Management

Capabilities

- Management Research, Education and Training
- Management Trainings for Health, Pharmaceutical, Rural and Social Sectors
- Networking and Institutional Capacity Development
- Project Management
- Operations Research and Evaluation
- Economic and Financial Analysis
- Survey Research
- Social Assessment
- Quality Assurance
- Health and social Sector Reforms
- Programme 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 collaborative partnership with the following prestigious institutions and organizations:



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 programmes 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.



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 programmes. 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 programmes; 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 NIHFW 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 programmes; exchange of research materials (reports, information, published papers etc.); and sharing of information through video conferencing.



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 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.



The IIHMR University has signed a Memorandum of Understanding with the National Accreditation Board for Hospitals & Healthcare Providers (NABH), Quality Council of India, New Delhi. By signing this MoU, both the organizations represents their commitment for improving quality of healthcare organizations in India and partnering countries in the areas of mutual interests and establish the basis of coordination and collaboration in the conduct of research, training and promote quality and accreditation programmes in the health sector.



The IIHMR University and the National Health Systems Resource Centre (Ministry of Health & Family Welfare), Government of India, established a Memorandum of Collaboration to lay the foundation for cooperation and joint action to support health systems development in mutually identified areas. Both the organization will jointly develop and devise implementation strategies and time-bound action plans to support strengthening of health systems in India to achieve goals as laid down in the National Health Mission and 12th Five Year Plan.

Governance

The University is governed in pursuance with the provisions of IIHMR University Act, 2014 and the University Grants Commission Act, 1956.

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 October 5, 1984 in the office of Registrar, Societies, Jaipur and its name was changed vide Registration No. 342, dated June 30, 1993, in the office of Registrar, Societies, Jaipur as Indian Institute of Health Management Research, Jaipur. It has been engaged in the field of health education and research since its inception. The IIHMR University is managed by the IIHMR society, the sponsoring body. As on today the composition of the IIHMR society is as under:

Composition of the Society

PRESIDENT Shri D.D. Agarwal Managing Director Transport Corporation India Limited TCI House, 69, Institutional Area, Sector -32 Gurgaon-122001 (Haryana) Tel. : 0124-2381603/07 E-mail : dp@tcil.com	SECRETARY (Vacant) Late Shri M.L. Mehta Trustee Secretary (Passed away on December 07, 2014) 5, Keshav Vihar, Gopalpura Bypass Jaipur-302020 (Rajasthan) Management & Administrator
MEMBERS	
Shri S.M. Dutta Peerless General Finance & Investment Co. Ltd. 11-A, Mittal Tower, "A" Wing, Ist Floor, Nariman Point Mumbai 400 021 Tel. : 022-22846097, Fax : 022-22833867 E-mail : susimdatta@hotmail.com	Dr. M.K. Bhan F-14, Hauz Khas Enclave, New Delhi-110016 Tel. : +91-11-46043751 (O) +91-11-41655439 (R), 09899094922 (M) E-mail : rajbhan@gmail.com
Dr. Ashok Agarwal Trustee, Bhoruka Charitable Trust 1, Prabhu Dayal Marg, Near Sanganer Airport Jaipur -302 029 (Rajasthan) Tel. : 3924700, Fax : 3924738 E-mail : ashokjai@gmail.com	Shri Basantt Khaitan Managing Director WMW Metal Fabrics Limited 53, Industrial Area, Jhotwara, Jaipur-302012 E-mail : basantt@wmwindia.com
	Shri Jayesh Bhai Patel 8, Samadhan Society, Ramji, Mandir Road Ranip-382480, Ahmedabad (Gujarat) Tel. : +91-9727813999 E-mail : jagatdosti@gmail.com

The Board of Management

The IIHMR University is managed by the Board of Management. As provided in the IIHMR University Act and Statutes made there under, the Board of Management is the principal executive body of the University. All the movable and immovable property of the University vests in the Board of Management. It provides general superintendence, directions and control of 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 three years. The composition of the Board of the University is as under:

Board of Management

Late Shri M. L. Mehta, IAS (R) Chairperson

(Passed Away on December 7, 2014)

Management & Administrator

5, Keshav Vihar, Gopalpura Bypass, Jaipur-302017

E-mail : mlmehtajai@gmail.com

Members

Dr. Ashok Agarwal

Public Health & Medical Professional

Bhoruka Charitable Trust

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E-mail : anand.agarwal@abcindia.com

Dr. Ashok Pangariya

Retd. Principal, SMS Medical College, Jaipur

Raj Niketan, 7, Moti Doongri Road

Jaipur 302004

Tel. : 2620-585/744 (R)

E-mail : drapmemberpb@gmail.com

Dr. Malovika Pawar, IAS (R)

Principal Secretary, Deptt. of Revenue, Colonization,

Devsthan & Sainik Welfare, Govt. of Rajasthan

Keshav Vihar, Gopalpura Bypass, Jaipur 302018

E-mail: malo_nl@yahoo.com

Dr. Sudarshan Jain

Pharmaceutical Management

Expert Abbott Healthcare Pvt. Ltd.

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IT Expert

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ICC Trade Tower, 'A' Wing, 5th Floor, Senapati Bapat

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<p>Shri Hemant Kaul Financial Expert A/105 , Atray Path Near Manu Hospital & Opp Classic Hotel Shyam Nagar, Jaipur Cell # 07665199995 E-mail : hemantkaul@yahoo.com</p> <p>Shri Anoop Khinchi, IAS Administrative Service Department of College Education Block-IV, Dr. S. Radhakrishnan Shiksha Sankul Jawahar Lal Nehru Marg, Jaipur- 302015 Tel. : 2706847 E-mail: n_j2@rediffmail.com</p> <p>Dr. S.D. Gupta Public Health Expert and Educationist President The IIHMR University 1, Prabhu Dayal Marg, Near Sanganer Airport Jaipur-302 029 Tel. : 3924700, Extn 711 E-mail: sdgupta@iihmr.edu.in</p>	<p>Dr. P.R. Sodani Member (Faculty nominee) Health Economist and Educationist, Faculty Member, The IIHMR University 1, Prabhu Dayal Marg, Near Sanganer Airport Jaipur 302 029 E-mail : sodani@iihmr.edu.in</p> <p>Dr. Anoop Khanna Member (Faculty nominee) Sociologist and Educationist, Faculty Member The IIHMR University 1, Prabhu Dayal Marg, Near Sanganer Airport Jaipur-302 029 E-mail : anoop@iihmr.edu.in</p> <p>Dr. Bajrang Lal Sharma Registrar, Member-Secretary Service The IIHMR University 1, Prabhu Dayal Marg, Sanganer Airport Jaipur-302 029 E-mail : bajrang@iihmr.edu.in</p>
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Shri M L Mehta, the Chairperson of the Board passed away on December 07, 2014. During the year 2015-16 the post of the Chairperson of the University remained vacant. Dr. S D Gupta, the President of the University worked as the officiating Chairperson of the University during the period of vacancy. The sponsoring body has started the process of identifying an appropriate person for the vacant post.

Meetings of the Board of Management

During the Year 2015-16, the meetings of the Board were held in accordance with the provisions of the Act and Statutes made there under. The fifth meeting of the Board was held on May 20, 2015; the Sixth meeting of the Board was held on September 30, 2015 and the Seventh meeting of the Board was held on March 19, 2016 respectively. The Minutes of the meetings were shared with the members of the Board and have also been exhibited on the University website under the caption mandatory disclosures.

The Statutes

The Statutes were prepared by the University and the Board of Management 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 Department 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. Thereafter, the joint Secretary again sent some queries on June 15, 2015, October 16, 2015 and December 08, 2015 respectively. All the relevant queries were replied instantly but still the Statutes are under consideration with the State Government. This is a matter of serious concern for the Department to ensure timely approval of the Statutes.

The Academic Council

The Academic Council is the principal academic body of the University and subject to the provisions of the Act and the Statutes, Regulations and 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 is responsible for developing new courses keeping in view, the academic needs and advances in the disciplines mentioned in Schedule II of the Act.

The Academic Council 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 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 reviews 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 Academic Council of the University has been reconstituted after expiry of two years on February 15, 2016. The term of office of nominated members shall be for two years. 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:

Dr. S.D. Gupta

President

IIHMR University, 1, Prabhu Dayal Marg,
Near Sanganer Airport, Jaipur 302 029
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Maj. Gen S.C. Pareek

Medical Director

Bhagwan Mahaveer Cancer Hospital
J.L.N. Marg, Jaipur
Tel : 9001340555
E-mail : pareeksubhash06@yahoo.co.in

Dr. Ram Narain

Executive Director

Kokilaben Dhirubhai Ambani Hospital & Medical
Research Institute
Four Bungalows, Andheri (W), Mumbai-400 053
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E-mail : narain@relianceada.com;
ram.narain@relianceada.com

Dr. Jai Deep Gupta

Managing Director

Indrapastha Apollo Hospital
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Dr. K.K. Kalra

CEO

National Accreditation Board for Hospitals and
Healthcare Providers, Quality Council of India TPI
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Dr. Sanjeev Kumar

Executive Director

National Health Systems Resource Centre
NIHFW Campus, Baba Gangnath Marg, Munirka,
New Delhi-110 067, (M) 07838106363

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Dr. Sanjay Muthal

Executive Director

R.G.F. Management Search
601, Samarpan Complex, New Link Road,
Chakala, Andheri East, Mumbai-400 099
Tel. : 022-4040 8383, E-mail: sanjay@rgf-india.com

Dr. Sanjeev Phansalkar

Executive Director

Sir Dorabji Tata Trust
Bombay House 24, Homi Mody Street,
Mumbai-400 001, Tel. : 09223368264
E-mail: sanjiv.phansalkar@gmail.com

Shri Bijender Vats

Director HR

Organon (India) Ltd. MSD India
Platina, 8th Floor, C-59 G- Block BKC, Bandra East,
Mumbai-400 098, Tel. : 09004062633
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Dr. (Col.) A.K. Kaushik

Dean, Academic IIHMR

University

1, Prabhu Dayal Marg, Near Sanganer Airport
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Dr. D.K. Mangal

Dean-Research

IIHMR University

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Tel. : 3924700, E-mail: mangaldk@iihmr.edu.

Dr. P.R. Sodani

Dean-Training

IIHMR University, 1, Prabhu Dayal Marg, Near
Sanganer Airport, Jaipur-302 029
Tel. : 3924700 extn 706, E-mail : sodani@iihmr.org
Ex officio Member

Dr. N.K. Gurbani

Dean in-charge-SPM

IIHMR University, 1, Prabhu Dayal Marg, Near
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Marg Near Sanganer Airport, Jaipur 302 029
Tel. : 3924700, E-mail : nirmal@iihmr.edu.in
Ex officio Member

Dr. Gautam Sadhu

Dean in-charge- SRM

IIHMR University

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Jaipur-302 029

Tel. : 3924700, E-mail : gsadhu@iihmr.edu.in

Ex officio Member

Dr. Tanjul Saxena

Associate Professor

IIHMR University

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Jaipur-302 029

Tel. : 3924700, E-mail: tanjul@iihmr.edu.in

Faculty nominee Member

Dr. Neetu Purohit

Associate Professor

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Tel. : 3924700, E-mail: neetu@iihmr.edu.in

Faculty nominee Member

Dr. Seema Mehta

Controller Examination

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Tel. : 3924700, E-mail : seemam@iihmr.edu.in

Ex officio Member

Dr. Bajrang Lal Sharma

Registrar

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Tel. : 3924700

E-mail : bajrang@iihmr.org

Member Secretary

Meetings of the Academic Council

The meetings of the Academic Council are being held regularly in pursuance of the Act of 2014 and the Statutes made there under. During the year 2015-16, the meetings of the Academic Council were held on May 16, 2015 (Fourth Meeting), September 19, 2015 (Fifth Meeting) and on March 05, 2016 (Sixth Meeting) respectively. The Minutes of the Meetings were shared with all the members and other stakeholders. Furthermore, the minutes have also been exhibited on the University website under the heading mandatory disclosures.

The Boards of Studies

The University constituted separate Boards of Studies for the Institute/schools in accordance with the decision of the Academic Council. The Boards of studies so constituted 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 (IHMR)

- (i) Dr. Ashok Kaushik, Convener
Dean, Academic and Student Affairs, IIHMR University, Jaipur
- (ii) Dr. A.K. Agarwal, Member
Dean, Academic and Student Affairs, International Institute of Health Management Research, New Delhi
- (iii) Dr. D.K. Sharma, Member
Medical Superintendent, AIIMS, New Delhi

- (iv) Dr. A.K. Khokar, Member
Dean, Training, International Institute of Health Management Research, New Delhi
- (v) Dr. Dhirendra Kumar, Member
Professor, IIHMR University, Jaipur
- (vi) Dr. Barun Kanjilal, Member
Professor, IIHMR University, Jaipur

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

No Meeting of the Board was held during the year 2015-16.

School of Pharmaceutical Management (SPM)

- (i) Dr. Nirmal K. Gurbani, Convener
Professor
IIHMR University, Jaipur
- (ii) Mr. Hemant Dande, Member
President
Raptakos Brett & Co. Ltd
- (iii) Mr. Subhash Seth, Member
CEO
Blue Berry Pharma Advisory, Mumbai
- (iv) Mr. Rakesh Mehta, Member
Senior Vice President
Sun Pharma, Mumbai
- (v) Dr. B.P. Nagori, Member
Professor and Director
Pharmacy Wing, Lachoo Memorial College of Science & Technology, Jodhpur
- (vi) Dr. J.S. Bapna, Member
Professor, Emeritus, SMS Medical College, Jaipur

The first meeting of the Board of Studies for School of Pharmaceutical Management was held on December 19, 2014. The Board reviewed the existing syllabi of the academic programme. No Meeting of the Board was held during the year 2015-16.

School of Rural Management (SRM)

Members

Dr. Goutam Sadhu, Convener

Associate Professor, IIHMR University, Jaipur

Shri K.B. Kothari

Pratham, Jaipur

Dr. Ajay Dandekar

Professor, Shiv Nadar University, Noida

Dr. Kaveri Gill

Chief Economist, Oxford Management Group, New Delhi

Dr. Shivali Tukdeo

Assistant Professor, National Institute of Advanced Studies, Bangalore

Shri Ved Arya

Srijan, 4, Community Shopping Centre, First Floor, Anupam Apartments, Mehrauli Badarpur Road, Saidullajab, New Delhi-110 068

Dr. Tanjul Saxena

Associate Professor, IIHMR University, Jaipur

Shri Rahul Ghai

Associate Professor, IIHMR University, 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 with multi specializations was recommended. No meeting of the Boards of studies was held during the year 2015-16.

Core Activities

The University is engaged in three core activities- research, academics and capacity building. Right from its inception as a health management research institute it incessantly focused on quality research in health sector for almost three decades. Consequently, the erstwhile institute emerged as a global centre of credible research in healthcare systems. Looking to its long involvement in pursuit of excellence in research, the state government incorporated it as a research University.

Research

The IIHMR 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 conducive conditions to enquire in to the burning research questions with transparency, 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, trainings, seminars and conferences. Every year the University earmarks budget for in-house research grant to promote research activities in the University. The research activities are given due weightage in the Key Result Areas of the faculty members on their performance appraisal. Most of the faculty members are actively involved in the processes of the research activity at some or the other stage of the research project- proposal submission, implementation, data analysis, report writing and taking feedback.

Submission of the Research Proposals

During the year 2015-16, the University submitted 83 research proposals worth Rs. 84.40 crores, out of which 17 proposals were awarded. The monetary value of the awarded projects was Rs. 25.30 crores. The details of proposals submitted and awarded are given in the following table:

Table showing details of Proposals submitted and proposals awarded with financials in the year 2015-16

	No of total proposals	Consortium Proposals	Large Value Proposals > 1Crore	Others	Value of Projects
Submitted	83	10	18	55	84.40 Cr
Awarded	17	0	5	12	25.30 Cr
Winning Rate (percent)	20.5	0	28	22	30

Completion of Research Projects and studies

During the year 2015-16, the University completed 20 research projects were completed. The completed projects were going on since 2013 onwards. The details of the completed project, sponsoring organization, monetary value of the project and principal investigators are being depicted in the table as under:

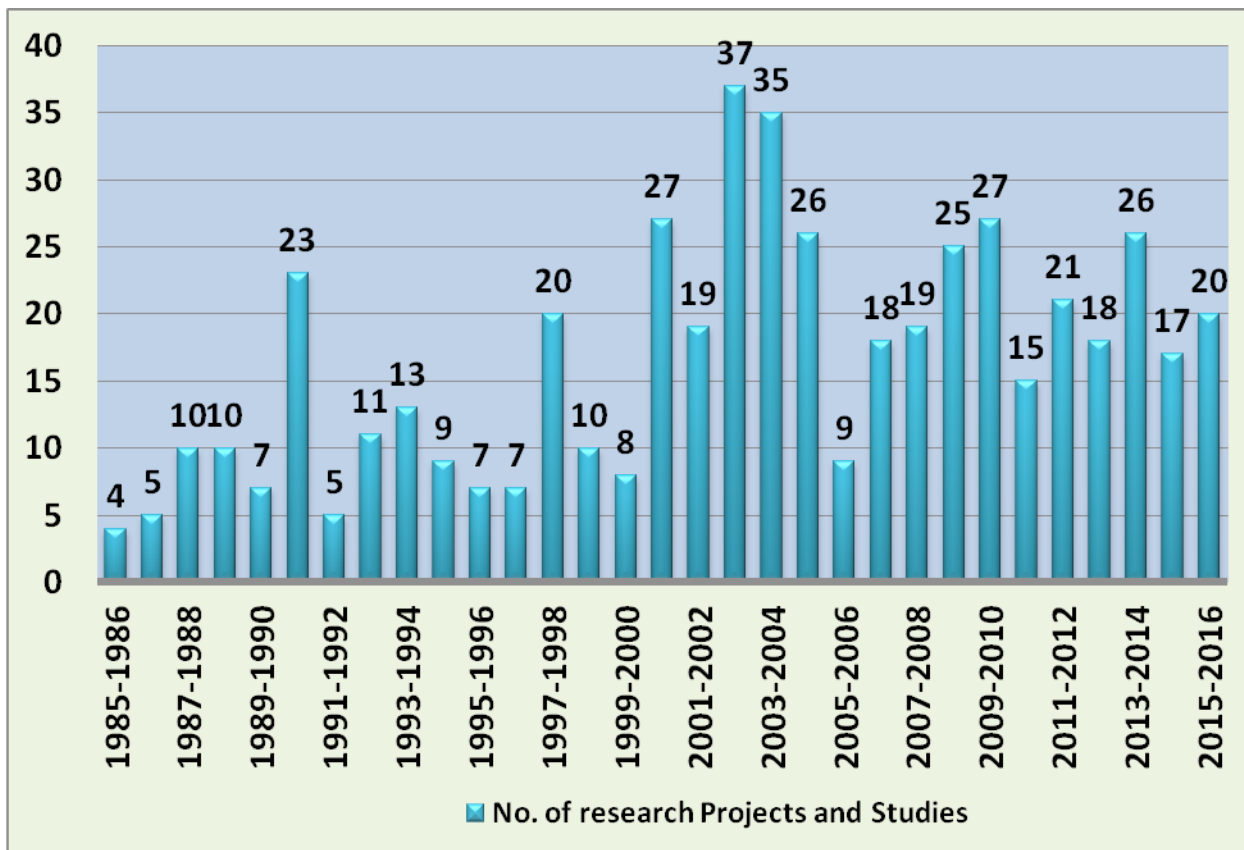
List of completed projects and studies in the year 2015-2016

S#	Project Name	Funding Agency	Date of Start	Date of Completion	Budget in Rs.	Coordinator
1	Financial Resource Flows for Population Activities-RF 2015	UNFPA and NIDI	01-01-2015	31-12-2015	US \$ 50000	Dr. Anoop Khanna
2	Assessment of Alcohol situation in urban sphere : In context of violence against women in private and public spaces	Family Health International (FHI 360)	20-03-2015	20-06-2015	37,57,679	Dr. Nutan Jain Dr. Arindam Das
3	National Family Health Survey (NFHS)-4 Uttarakhand	IIPS, Mumbai	04-07-2014	30-06-2015	3,79,00,596	Dr. Neetu Purohit
4	National Family Health Survey (NFHS)-4 Madhya Pradesh (East)	IIPS, Mumbai	04-07-2014	30-06-2015	4,60,45,269	Dr. Santosh Kumar
5	Developing a Project Plan for Bali Block in Pali district focus: Maternal and Child Health and Nutrition imbedded with MPOWER project	CMF, Jaipur	25-07-2015	09-05-2015	1,81,864	Dr. Suresh Joshi
6	Assessment of Appropriate use of Mobility Fund for Supportive Supervision in Madhya Pradesh	Family Health International (FHI 360)	01-05-2015	31-07-2015	49,70,400	Dr. Alok Mathur Dr. JP Singh
7	Conducting Polling Booth Survey among currently married women in selected districts of Eastern Uttar Pradesh and Odisha, India	PHFI, Gurgaon	05-08-2015	04-11-2015	18,56,422	Dr. Shilpi Mishra Dr. Neetu Purohit
8	Child Sex Ratio in Rajasthan : Block level Trends	UNFPA, Jaipur	19-11-015	31-12-2015	2,95,000	Dr. D.K. Mangal
9	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	Dr. P.R. Sodani
10	National Key Resource Centre for Drinking Water & Sanitation	MoDW & S, GoI	01-03-2013	31-03-2015	71,88,500	Dr. Goutam Sadhu Dr. Tanjul Saxena

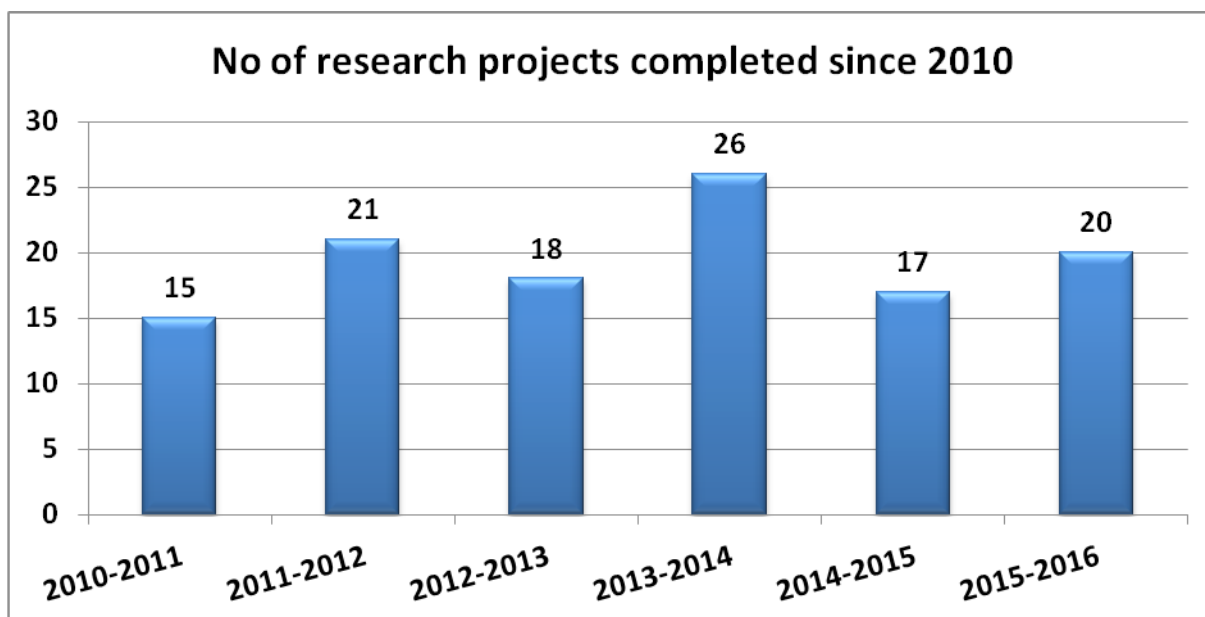
S#	Project Name	Funding Agency	Date of Start	Date of Completion	Budget in Rs.	Coordinator
11	Integrated Programme Strategy in Rajasthan - Food Fortification Project	GAIN	01-02-2011	31-01-2016	US\$4244270	Dr.Rahul Sharma Dr. Suresh Joshi
12	Technical Assistance for IDA assisted ICDS Systems Strengthening and Nutrition Improvement Project (ISSNIP)	Price water house Coopers P. Ltd	07-11-2013	31-12-2015	2,09,52,500	Dr. Anoop Khanna Dr.Vinod Kumar SV
13	Study of Village Level Wheat Flour Fortification in Relation to Knowledge, Attitude AND Practice among Chakki Owners and Community in Udaipur Districts of Rajasthan	PMU - GAIN	01-06-2015	31-08-2015	8,34,900	Dr. Tanjul Saxena
14	Technical Support for Improved Delivery of Comprehensive Package of Health Services to Urban Poor	PFI	01-10-2014	30-09-2015	88,77,645	Dr. Dharendra Kumar
15	End-line Evaluation for Diabetes prevention and Control in Jodhpur District, Rajasthan	Humana People to People in India (HPPI)	13-04-2015	31-05-2015	4,59,690	Dr. Sunita Nigam
16	Study of Global Ageing and Adult Health (SAGE) India Wave 2 Project Survey in Rajasthan	WHO/IIPS, Mumbai	03-01-2015	31-08-2015	43,95,600	Dr. Santosh Kumar
17	Consultancy for Training Frontline Workers on Water, Sanitation and Hygiene by MPTAST in Madhya Pradesh	Water Aid-MPTAST	15-03-2015	31-07-2015	76,12,910	Dr. DK Mangal Dr. SP Chattopadhyay
18	Asian Regional Capacity Development for Research on Social Determinants of Health	Karolinska Institute Sweden	01-01-2015	31-12-2015	Euro 67,200	Dr. Barun Kanjilal
19	Rapid Training Needs Assessment (TNA) for SDL in SEAR Region	WHO, SEARO	01-06-2015	30-09-2015	7,96,400	Dr. Nutan Jain
20	Client Exit Survey	Marie Stopes, India	16-10-2015	-	13,46,796	Shri Laxman Sharma

I. Graphical representation of the research projects completed

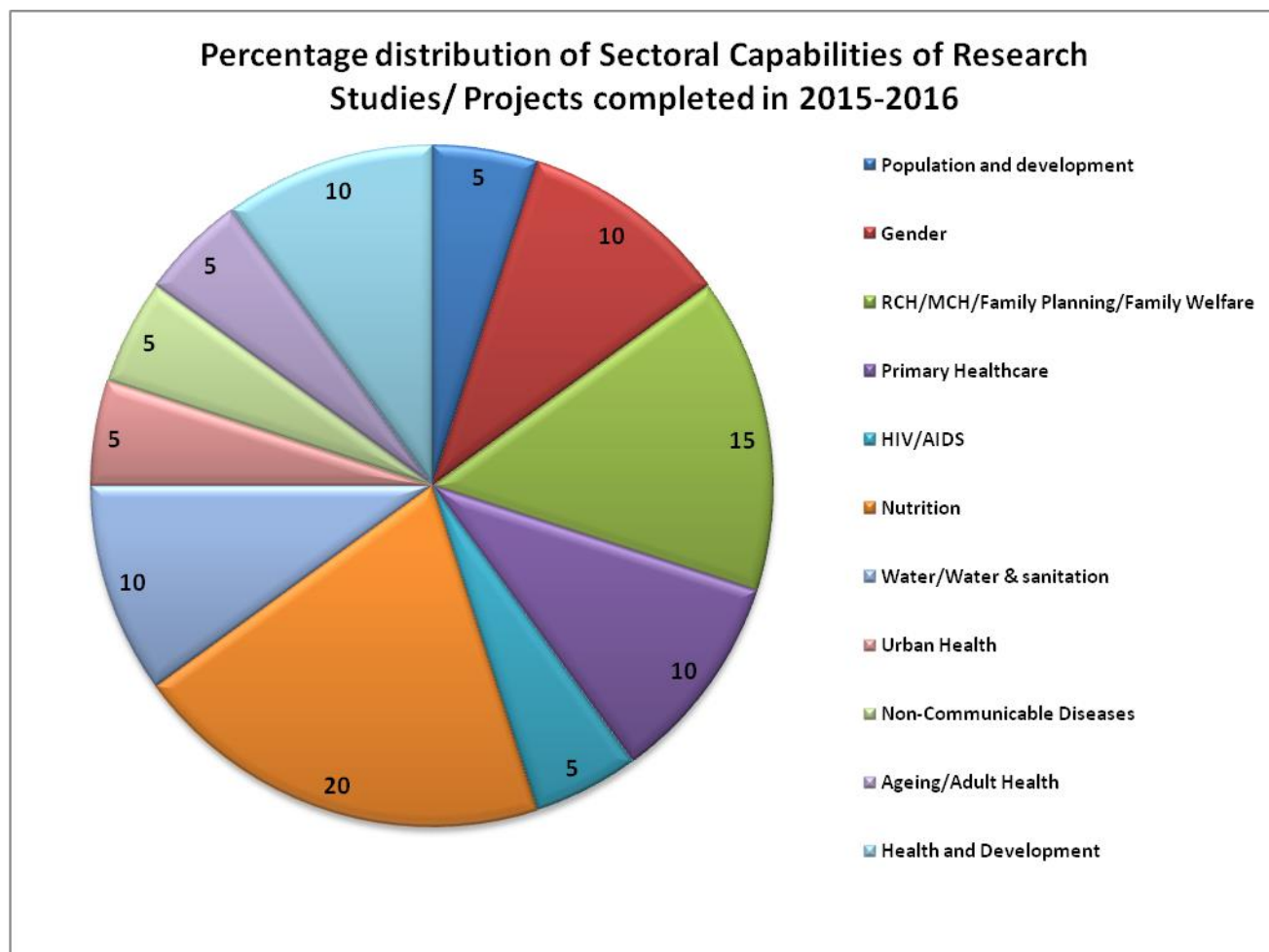
Number of Research Projects completed since 1985



Number of Research Projects completed since 2010



Sectoral Capabilities of Research Studies/ Projects completed in 2015-2016



II. Brief notes on completed research projects/studies in 2015-16

Financial Resource Flows for Family Planning (FP Project-2014)

Agency : UNFPA and NIDI

Team : Dr. Anoop Khanna, Mr. Ajay Sharma

The 'Financial Resource Flows for Family Planning' (FP) is executed by NIDI in collaboration with the United Nations Population Fund (UNFPA). IIHMR plays the role of outsourcing partner for data collection, processing, analysis and providing technical support to data collectors.

The backbone of the "FP project" is Family Planning 2020 (FP 2020) initiative, which is a global partnership that supports the rights of women and girls to decide freely, and for themselves, whether, when and how many children they want to have. The goal of FP 2020 is to enable 120 million more women and girls to use contraceptives by 2020. To estimate the additional resources needed for reaching this goal, there is need to know how much is being currently spent on FP and the allocation of such resources. The "FP project" aims to estimate expenditures on FP within a country, and targets public and private sectors as well as NGOs.

Under “FP-Project 2014” the financial information for 2014 is being collected during year the F.Y. 2015-2016. A sample of 81 countries from four regions is being covered in this round. The UNFPA country offices are provided with specially designed survey instruments. Each UNFPA CO is responsible to collect data for its own country covering the relevant Govt. organizations, NGOs, Insurance Companies and Corporations. IIHMR provides technical support to data collectors during the course of the survey. Country offices have to submit the filled in questionnaires and reports within a time limit. The data submitted to IIHMR is processed through FP-Database in the cloud. The FP-Database has been designed for the purpose of data feeding and analysis of the information collected on family planning activities. It can be accessed globally by all the authorized users including IIHMR. An annual evaluation report of the survey will be submitted by IIHMR to NIDI/UNFPA by the end April 2016.

Assessment of Alcohol situation in urban sphere: In context of violence against women in private and public spaces

Agency : Family Health International FHI 360

Team : Dr. Nutan Jain, Dr. Arindam Das, Mr. Vibhu Tripathi, Ms. Priyanka, Mr. Kailash Prajapati

IIHMR has been subcontracted by FHI360 for conducting DFID supported research study entitled Assessment of Alcohol Situation in Urban Sphere: in the Context of Violence against Women in Private and Public spaces in the state of Madhya Pradesh to examine the linkage between alcohol and violence against women. The goal of the study was to understand the existing scenario of alcohol use and violence against women for preparing guidance in policy making to prevent violence against women. The objectives of the study were:

- To better understand the relationship between alcohol consumption and violence against women;
- To understand the patterns of sale, purchase and consumption of alcohol at the community level; and
- To review the existing state of alcohol policies and regulatory mechanisms to make recommendations.

The study was conducted in two urban cities of Madhya Pradesh, Bhopal and Jabalpur. The target population for gathering evidence consists of married men and women who are 18 years or above including government officials, NGO workers, and staff of alcohol outlets, doctors, drivers and others.

National Family Health Survey (NFHS)-4 Uttarakhand

Agency : International Institute for Population Sciences (IIPS), Mumbai

Team : Dr. Neetu Purohit, Dr. J.P. Singh, Dr. Preetha G.S., Ms. Rashmi Nair, Mr. Satish Singh, Mr. Suresh Siwal, Mr. Lalchand Sharma, Mr. Rohit Jain, Mr. Paras Kumar, Mr. Danish Ahmad

Ministry of Health & Family Welfare, Government of India (MoHFW-Gol) is conducting CAPI based National Family Health Survey-4 (NFHS-4) in all 35 States and Union territories of India. NFHS is being undertaken with the main objective of strengthening India's demographic and health database by providing information that is both valid and reliable.

MoHFW-Gol has entrusted IIHMR with the task of conducting field work in Uttarakhand for NFHS-4. IIHMR is conducting district wise household survey in all 13 districts of Uttarakhand from January to June 2015. As per the estimate, 14620 households from 731 PSUs of Uttarakhand were covered under this survey. The sample spreads in all 13 districts. Each district had 40-70 Primary Sampling Units (PSUs) covering rural and urban representation as per the percentage of rural and urban population of the state. From each PSU pre-determined 22 households were surveyed.

One of the components of the household survey is Clinical Anthropometry Biochemical Testing (CAB). The CAB component includes measurements of height, weight, blood pressure, hemoglobin and random blood sugar for men, women and children in the selected households. In a subsection of the households, Dried Blood Spots (DBS) are being taken from men and women for HIV testing.

National Family Health Survey (NFHS)-4 Madhya Pradesh (East)

Agency : International Institute for Population Sciences, Mumbai

Team : Dr. Santosh Kumar, Dr. Arindam Das, Dr. BS Singh, Dr. Amlan Dutta, Mr. Rohit Jain, Mr. Shyam Chatterjee, Mr. Laxman Sharma, Mr. Tukaram, Mr. Praful Barla, Mr. Shirish Harse, Mr. Kailash Prajapati, Mr. Ravi Tulayat

Ministry of Health & Family Welfare, Government of India is conducting CAPI based (mini laptop) National Family Health Survey-4 (NFHS-4) in all 35 States and Union territories of India. NFHS-4 is being undertaken with the main objective of strengthening India's demographic and health database by providing information that is both valid and reliable.

MoHFW, GoI has entrusted IIHMR, Jaipur with the task of conducting household interviews in 22 districts of Madhya Pradesh-East for NFHS-4. As per the estimate, 19,780 households from 989 PSUs of MP-East were covered under this survey. Each district had 43-86 Primary Sampling Units (PSUs) covering rural and urban representation as per the percentage of rural and urban population of the state.

Apart from household interviews, Clinical Anthropometry Biochemical Testing (CAB) tests are also being done on selected respondents. The CAB component includes measurements of height, weight, blood pressure, haemoglobin and random blood sugar for men, women and children in the selected households. In a subsection of the households, blood samples (using Dried Blood Spots techniques) are being taken from men and women for HIV testing.

Project Implementation Plan for Bali Block in Pali District Focus: Maternal and Child Health and Nutrition Imbedded with Transformation Initiative

Agency : Centre for Microfinance (CMF), Rajasthan

Team : Dr. Suresh Joshi, Mr. Goutam B. Ghosh

The IIHMR University prepared a project implementation plan for the Centre for Microfinance (CmF), Rajasthan for expanding their area of functioning to cover the Maternal and Child Health, Nutrition issues along with the Transformation Initiative. The objectives of the project were to understand the situation of child malnutrition and maternal and child health issues in Bali block and the feasibility of layering a health project onto the existing Transformation Initiative SHG platforms in the block Bali of Pali district and also to provide resource support to CmF through developing a project design that would enable CmF to implement a nutrition centric maternal and child health programme in Bali for a period of five years (2015-2020)

As a part of the study, a block level situational assessment was carried out at Bali. During the assessment, selected health facilities, Anganwadi Centres were visited and numbers of key Health and Integrated Child Development Services (ICDS) personnel were interviewed. Focus group discussions were conducted to gather information on current situation of MCHN services coverage and other related information. On the basis of the rapid assessment, a draft plan of action has been developed for implementation.

Assessment of Appropriate use of Mobility Fund for Supportive Supervision in Madhya Pradesh

Agency : Madhya Pradesh Technical Assistance Support Team (MPTAST)

Team : Dr. D.K. Mangal, Dr. Alok Mathur, Dr. Arindam Das, Dr. J.P. Singh, Mr. Manasee Mishra, Mr. Jitendra Soni, Mr. Mohammed Shahnawaz, Mr. Ashish Bandhu, Mr. Rajeev Singh Dhakad, Mr. Pradeep Singh Rathore

FHI 360 as part of the MPHSRP has subcontracted IIHMR to conduct an independent assessment of appropriate use of mobility fund for supportive supervision of health facilities in Madhya Pradesh for financial year 2014-15. The objectives of the study were to assess and validate the status of implementation and adherence to financial management and

procurement guidelines issued by NHM for use of the mobility support; to understand the type and extend of the supportive supervision provided at different levels of facilities particularly at GAK level and to provide recommendations to improve implementation of mobility support and supportive supervision.

Supportive supervision is an essential function for effective and functional primary health care system. The health department, government of Madhya Pradesh has placed high priority on strengthening supportive supervision through providing mobility support, established “Gram Arogya Kendras” at village levels and creating “Gram Swasth Prahri Dal” for each sector at PHC level. The assessment study on appropriate use of mobility fund for supportive supervision of health facilities in the state has informed that the intervention has been institutionalized however there is implementation bottlenecks both related to utilization of mobility support funds at different levels of health facilities as well as organizing supportive supervision visits effectively.

Conducting Polling Booth Survey among currently married women in selected districts of Eastern Uttar Pradesh and Odisha, India

Agency : PHFI

Team : Dr. Shilpi Mishra, Dr. Neetu Purohit, Ms. Nivedita Roy, Mr. Abhishek Kumar

Polling Booth Survey (PBS) was conceptualized to understand the knowledge and the behavioral patterns related to HIV among migrants and their spouses. The objectives of the study was (i) to assess the current level of knowledge, attitude and risk behaviour of currently married women at the identified high out migrant districts of U.P and Odisha and (ii) to assess the exposure to the health related interventions, i.e., current level and type of HIV related health services availed by currently married women (CMW) in MSDS and Non-MSDS study districts of U.P and Odisha.

Assuming that the knowledge, attitude and behavior vary significantly by sex, age and marital status, the polling booth surveys were carried out on spouses of migrants and non-migrants in the age group of 15-49 years. Altogether, 120 PBS sessions, with 60 sessions in each state were conducted covering 1235 participants. The respondents for the PBS were selected using a three-stage cluster sampling method which included, (i) selection of blocks; (ii) selection of villages/ selection of segments and (iii) selection of respondents. The analysis was done from two aspects, migration status of spouse of the respondents and MSDS implementation status of the selected area. Not much difference was found between the migrant and non- migrant groups on most knowledge and awareness related indicators especially in case of Uttar Pradesh and is indicative of need for renewed efforts for intervention among migrants. The women in the intervention areas (MSDS implemented area, Gorakhpur) in Uttar Pradesh had poor awareness and reported to be indulging in higher risk behaviour than the same group of women in Odisha. This implied that while efforts are needed in both states, more focused targeted interventions are required in Uttar Pradesh.

Child Sex Ratio in Rajasthan: Tehsil Level Trends

Agency : UNFPA Jaipur

Team : Dr. D.K. Mangal, Ms. Priyanka Sharma, Mr. Abhishek Kumar, Ms. Lalitha Swathi Vadrevu, Dr. Rajeev Singh Dhakad, Mr. Rohit Jain

Child Sex Ratio in Rajasthan was analyzed and graphically represented through GIS maps. The census data for 1991, 2001 and 2011 was used to prepare the tehsil-wise maps of CSR trends. The trends were mapped to emphasize upon the point of declining trends within the district and also identify potential geographical areas where trends were disturbing. Analysis of Child Sex Ratio trends at tehsil level indicates the disparities within the districts. A declining trend was noted in almost all the tehsils over the period 1991-2011. Among these are the tehsils with substantial decline of more than 50 points and there are tehsils with a sharp decline of 30-50 points in census 2011 compared to census year 1991. Some tehsils reported with moderate drop of less than 30 points. To correct this persistence in adverse child sex ratio, there is a great need for policy and programmatic action on several fronts. We believe that these tehsil level maps

showing /depicting the trends over time on child sex ratio would be used as effective advocacy tool to energise local community level action for reversing the declining child sex ratio in the state.

Coverage of the AP Foods' BAL Amrutham Distributed as take home ration through the ICDS System in Telangana

Agency : Global Alliance for Improved Nutrition (GAIN), Geneva

Team : Dr. P.R. Sodani, Mr. N.D. Sharma, Mr. Gowthamghosh B, Mr. Tukaram Khandade, Mr. Lalit Mohan Nayak, Mr. Akhil Agarwal, Mr. Deepanshu Srivastava

The main objective of this study was to determine the coverage of the AP foods product, called BAL Amrutham, distributed as take-home rations to children below 3 years of age living in Telangana. The specific objectives of this study were to assess the coverage of the AWC centres and the take-home rations in children between the ages of 6 and 35 months; to assess the consumption (in grams per day) of the AP foods products by target children; to assess the consumption (in grams per day) of the AP foods products by children less than 6 months of age and by the other household members; to assess children's and mothers' nutritional status and mid-upper arm circumference (MUAC); to assess indicators for other health and nutrition conditions to determine their association with the utilization of ICDS services and the consumption of supplementary food.

Such indicators may include: (i) multidimensional poverty index (MPI) and household hunger index; (ii) child and caregiver dietary diversity; (iii) indicators of household water, sanitation, and hygiene; (iv) vaccination coverage; (v) micronutrient supplementation coverage (iron, folate and vitamin A); to measure practices of mother and caregivers regarding the use of take-home rations and general feeding of their children of 0-35 months of age; to assess the household's rice consumption patterns in order to inform a potential future rice fortification program; and to assess the consumption of iodized salt and to measure the iodization level of the salt used at the household level.

A cross-sectional two-stage stratified cluster household survey was conducted in 90 PSUs in Telangana. The IIHMR survey team contacted the AWW of the selected AWC. The AWW provided the information on the geographic coverage of the AWC. This ensured the catchment area of the selected AWC. The IIHMR survey team conducted the mini-census in the defined catchment area of the AWC. For the second stage of sampling, 13 children aged 0-35 months per AWC were randomly selected from the list prepared by the survey team of beneficiaries. The target group consisted of all children between 0 and 35 months and their principal caregiver.

National Key Resource Centre for Drinking Water & Sanitation

Agency : MoDW&S, GoI

Team : Mr. Goutam Sadhu, Dr. Tanjul Saxena, Mr. Mohammed Sharif

IIHMR has been identified by the Ministry of Drinking Water and Sanitation, Government of India, as the Key Resource Centre (KRC) for Sanitation in Rajasthan. The main objectives are: to build capacities of the government officials, PRI representatives, and other stakeholders (key program managers); to provide technical guidance and monitoring support to the State Water and Sanitation Mission (SW SM); and to provide research and advocacy support for the program. The KRC has been working in close collaboration with the Panchayati Raj and Rural Development Department, Department of Health and FW, PHED, and other departments relevant to promoting water and sanitation in the state.

In the current phase of the project, training programs are conducted in cascade mode, developing a District Resource Group (DRG) for each district through TOTs. District Water and Sanitation Mission Members (DW SM) are also involved in DRG. The DRGs will further impart training to the PRIs and VWHS members and NGOs. So far 206 participants through six four-day capacity building programmes under KRC Sanitation and 176 participants through six four-day capacity building programmes under KRC Water, have been trained. Fresh proposals for undertaking further capacity building initiatives in consultation with CCDU sanitation and WSO Water are under preparation.

Integrated Programme Strategy in Rajasthan - Food Fortification Project

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

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

The Food Fortification Project aimed at reducing the prevalence of micronutrient deficiencies in the State of Rajasthan by making available fortified wheat flour, oil, milk and soya dal analogue through 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 were: production and distribution, social marketing and communication, legislation and quality control, and monitoring and evaluation. A Project Management Unit (PMU) was set up at IIHMR for the execution of the project. Since its inception, the project succeeded in making large scale flour mills to produce fortified wheat flour, three major milk dairies in Rajasthan, namely Saras Dairy, Lotus Dairy and Divya 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 Ltd. to produce fortified refined soyabean oil, mustard oil and palmolein oil for open market. Centralized kitchens, namely Akshaya Patra Foundation, Naandi Foundation and Adanya Chetna Foundation used soya dal analogue with the 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 in the community. Special efforts are also made to involve print and electronic media to promote the consumption of fortified food.

In order to work out the feasibility in terms of sustained interest among grinders and cost implication of small scale fortification initiative, the PMU had entrusted a small scale operation research project to IIHMR on "Village Level Wheat Flour Fortification Project" in two tribal blocks of Udaipur district, namely Salumber and Sarada, where small chakkis helping to fortify wheat flour for the public, especially for BPL families who receive wheat grain through Public Distribution System.

Technical Assistance for IDA assisted ICDS Systems Strengthening and Nutrition Improvement Project (ISSNIP)

Agency : Ministry of Women and Child Development, Government of India

Team : Dr. S.D.Gupta, Dr. Anoop Khanna, Dr. Vinod Kumar SV, Mr. Pradeep Singh Kachhawa, Mr. Vivek Shukla, Mr. Shiv Kumar Acharya, Mr. Kanaram Saran

The Ministry of Women and Child Development (MWCD) initiated several measures to direct a strong focus on child nutrition and development. Conceptualizing the International Development Association (IDA) supported Integrated Child Development Services (ICDS), Strengthening Nutrition Improvement Project (ISSNIP) was one of its unique initiatives that complements the Government of India'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, ISSNIP was supposed to be implemented in 162 high burden districts in eight states. IIHMR was a consortium partner with PricewaterhouseCoopers Private Ltd (PwC) and Child in Need Institute (CINI) to work as the Technical Agency (TA) for ISSNIP. The TA has a structure comprised of the Central TA team, consisting of the Project Director, Team Leader, Deputy Team Leader, Advisors and the five Technical Programme Coordinators (TPCs) leading each of the technical task areas. At the State level, State Team Leaders (STLs) were engaged in leading the state level activities. There were a team of four Regional Managers (RMs) in the state to assist the STL in the implementation of TA activities. The Technical Assistance Agency has provided support, guidance and assistance in achieving the key objectives of Phase 1 of the ISSNIP 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 & Evaluation.

The TA Agency given a 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. The project also entailed design and conduct of a range of specific pilots in limited areas to generate concrete evidence for approaches that are likely to work at a scale to improve programme outcomes.

Study of Village Level Wheat Flour Fortification in Relation to Knowledge, Attitude and Practice among Chakki Owners and Community in Udaipur Districts of Rajasthan

Agency : Project Management Unit, Food Fortification Project

Team : Dr. Tanjul Saxena, Mrs. Divya Vyas, Mr. Nivedita Roy

The study was commissioned to assess the pilot project by Global Alliance for Improved Nutrition (GAIN) for “Use of Fortified Aata by Community using Small Chakki for Flour Fortification in tribal Blocks of Udaipur District”. The objective of the study was to assess the present knowledge among rural families (including general population, pregnant and lactating women and adolescents) on food fortification and their attitude and behavior towards regular use of fortified aata. The study also purported to compare the changes in knowledge, attitude and practices from the baseline study before the intervention and with a control block that is homogenous to the intervention blocks in terms of socio economic profile. The study also aimed to assess the knowledge, attitudes and practices of fortification of aata done at small chakkis in the villages of the flour produced from wheat brought by families for grinding.

The survey used structured questionnaires to interview two category of respondents i.e. community (general population, pregnant and lactating women and adolescents) and chakki owners. Focus Group Discussions and interviews were also conducted to capture the qualitative results of the pilot project.

Technical Support for Improved Delivery of Comprehensive Package of Health Services to Urban Poor

Agency : USAID India, Delhi

Team : Dr. Dharendra Kumar, Dr. Goutam Sadhu, Mr. Ambey Srivastava, Mr. B.L. Tailor and Mr. Madhur Mathur (Rajasthan); Mr. Rakesh Kumar, Mr. Hemant Kumar Mishra and Mr. Yagyesh Srivastava (Chhattisgarh)

Health of the Urban Poor Program (HUP) was implemented in eight different states by a Consortium consisting Population Foundation of India (Prime Recipient), Plan India, Institute of Health Management Research, Jaipur, Bhorukha Charitable Trust, Jaipur (Sub-Prime Recipient and Implementing Partners), International Institute for Population Sciences (IIPS), Micro Insurance Academy (MIA) Delhi, Centre for Development and Population Activities (CEPDA) – (Technical Partners).

The program aimed at improving the health status of the urban poor by adopting effective, efficient and sustainable strategic intervention approaches, adopting the principle of convergence of the various development programs. The program was supported by the Government of India and funded by United States Agency for International Development (USAID), India. The objectives of the program were: (i) to provide quality technical assistance to the Government of India, to the states and the cities for effective implementation of the National Urban Health Mission (NUHM); (ii) to expand partnerships in urban health engaging the commercial sector in public private partnership activities; (iii) to promote the convergence of different Government of India urban health and development efforts; and (iii) to strengthen urban planning initiatives by the state through evidence-based city-level demonstration and learning efforts. A Technical Advisory Group (TAG) at the national level was provided technical guidance to the TA Team.

IIHMR implemented the Health of the Urban Poor (HUP) program in two Empowered Action Group (EAG) states, i.e. Rajasthan and Chhattisgarh. As an implementation partner, IIHMR managed these two states with overall technical assistance for training and capacity building as well as managing the city development model. The program was initially designed for 2009 to 2013, but due to its good impact, the USAID India extended the program up to September 2015.

End-line Evaluation for Diabetes prevention and Control in Jodhpur District, Rajasthan

Agency : Humana People to People in India (HPPI)

Team : Ms. Sunita Nigam

The end-line evaluation for Diabetes prevention and control was carried out with the objectives (i) to evaluate the status of the target population under the project areas, (ii) to measure the degree of changes on KAP on Diabetes Community Care and Support project among the target community before and after the implementation of the project and (iii) to document good practices and success stories of the project for up scaling the project activities in other areas in near future.

The End-line evaluation study was adopted both the quantitative as well as qualitative techniques to develop the measurable indicators to verify the changes under the project. The sample frame for the evaluation survey was developed based on the number of village covered under the project. The structured questionnaires were used for household level survey and checklist for In-depth interview. For qualitative aspects, Focus Group Discussions (FGDs) at community level were organized separately for men and women. In depth interviews were carried out for the frontline health workers (ANM& ASHA), knowledgeable/PRI members of the community, project staff /field workers of HPPI and NPCDCS staff (specially looking after the Diabetes) along with District level health officials , MolC of Mandor block of Jodhpur District.

The survey showed an increase in awareness of diabetes as compared to the base line data. At the time of base line 24 percent people were aware which has increased to 96 percent. It showed excellent contribution of the project to create awareness among the community about the disease. The knowledge of risk factors of diabetes also showed a change from 13 percent to 59 percent. This change could be associated to the severe awareness campaign in schools, in the community and use of wall writings, nukad nataks, which was one of the most efficient strategies adopted by the organization, and IPC through task force going door to door spreading awareness about the disease. Almost three fourth of the community members were influenced by the organization's efforts as revealed by the study. Nearly 87 percent people went for blood test after the intervention under the project. The major contribution by the organization can be seen in the fact large number of persons having blood sugar more than normal value (hyperglycemia) had stopped taking anti diabetic oral medicines and have controlled it with exercise and dietary measures promoted under the project.

Study of Global Ageing and Adult Health (SAGE) India Wave 2 Project Survey in Rajasthan

Agency : IIPS, Mumbai

Team : Dr. Santosh Kumar, Mr. N.D. Sharma, Mr. Deepanshu Srivastava, Mr. Akhil Agarwal, Mr. Rohit Jain, Mr. Rakesh Sharma

The Study on Global Ageing and Adult Health (SAGE) India Wave – 1 initiated by the World Health Organization was conducted by the International Institute for Population Sciences (IIPS), Mumbai, as a part of multi-country in six of the seventy countries that participated in the World Health survey, 2003. SAGE is a longitudinal, cross-sequential household face-to-face survey. IIHMR was also selected as field agency for conducting SAGE Wave - 1 in Rajasthan in the year 2007. IIHMR has been retained to conduct WHO-SAGE Wave – 2 in Rajasthan this year. The objectives of the survey are (i) to obtain reliable, valid and comparable data on levels of health on a range of key domains for older adult population (50 years and above); (ii) to examine patterns and dynamics of age-related changes in health and well-being

using longitudinal follow-up of survey respondents as they age, and to investigate socio-economic consequences of these health changes; (iii) to supplement and cross-validate self-reported measures of health and the anchoring vignette approach to improving comparability of self-reported measures through measured performance tests for selected health domains; (iv) to collect data on health examinations and biomarkers to improve reliability of data on morbidity, risk factors and monitor the effect of interventions; and (v) to obtain data on contraceptive use and its continuation, morbidity conditions during various stages of reproduction and responsiveness of health system towards these conditions for adult population in age 18-49. The Survey targeted 1800 individual interviews in the state of Rajasthan.

Consultancy for Training Frontline Workers on Water, Sanitation and Hygiene by MPTAST in Madhya Pradesh

Agency : MPTAST, India

Team : Dr. D.K. Mangal, Mr. S.P. Chattopadhyay, Mr. Laxman Sharma, Mr. Mohd. Sheriff, Mr. Melvin John Baxla, Mr. N.K. Sharma, Ms. Sunita Nigam

The WASH component of MPTAST is led by WaterAid and contributes to MPTAST objective on WASH by promoting skills, systems and sustainable services with attention on safe, equitable, inclusive and sustainable access to water supply, sanitation services and improved hygiene behaviors.

WaterAid works to identify problem areas and provide technical assistance to the departments concerned of GoMP, i.e. PHED and Rural Development Department to improve WASH planning, budget utilization and strengthen WASH delivery at state and in priority districts.

One of the important components of the MPWASH program was to develop capacity at community level for greater community awareness and action on WASH. The program involved training of Frontline workers FLWs (ASHA, ANM, AWW, Teachers, MATE NREGA and Village Motivator Saakshar Bharat), who played an important role to assist communities in raising their awareness and motivation in order to help integrate WASH in their core activities.

The goals of the training were to:

- Build capacities of Frontline workers to support implementation of WASH programme in the districts.
- Improve knowledge, increase demand and access for WASH services through community mobilisation processes.
- Strengthen linkages with government service providers to ensure access to quality WASH services.

IIHMR had been identified by the WaterAid for conducting training of about 15000 FLWs mainly ASHA and certain number of AWWs in 7 districts in Madhya Pradesh, namely Jabalpur, Mandla, Rewa, Satna, Sidhi, Chhatarpur and Damoh. The IIHMR team is implementing the FLWs training program and it is expected that by the end of June, 2015 the team will reach the target.

Asian Regional Capacity Development for Research on Social Determinants of Health

Agency : Karolinska Institute, Sweden

Team : Dr. Barun Kanjilal, Dr. Neetu Purohit, Mr. Manu Gupta

The project was coordinated by Karolinska Institute in Sweden, involving twelve partners across Europe, Asia and Africa including IIHMR. These four-year projects (2011-2015) were funded by the European Commission's 7th Framework Program. The ARCADE project used innovative educational technologies to strengthen health research across Asia. Focusing on post-graduate, doctoral and post-doctoral training, partner institutions that are developing cutting-edge online courses, blended with learning modules and joint programs that will enable training of researchers in low- and middle-income countries who might not otherwise have access to such material. Under this project, IIHMR has produced a self-learning module on "Climate, Society and Health" for prospective Ph.D. students in developing countries. Two

modules on “Health and Development” and “Behaviour Change and Communication for Health Researchers” developed are also being used as a resource material for the PhD students of IIHMR University.

Rapid Training Needs Assessment (TNA) for SDL in SEAR Region

Agency : WHO SEARO

Team : Dr. Nutan P. Jain, Dr. S.D. Gupta, Dr. D.K. Mangal, Mr. Vidya Bhushan Tripathi

The World Health Organization (WHO) introduced a Global Competency Model composed of 13 competencies that included Core, Management and Leadership competencies and skills (WHO 2004). The Rapid Survey aimed at assessing development and learning needs of the staff of SEA Regional and Country Offices in the region at all levels in the organization based on the competencies required for these positions. The specific objectives were to: (i) review WHO global competency model (core, management and leadership competencies) and job responsibilities of all the managerial, supervisory, technical, administrative and secretarial staff of the Regional Office and SEAR Country Offices; (ii) conduct a rapid learning needs assessment of the WHO-SEARO staff in relation to 13 core competencies; and (iii) recommend areas for future staff development and learning plan. The rapid e-survey was conducted in WHO-SEAR Office and the country offices in member countries (Bangladesh, Bhutan, India, Indonesia, Maldives, Myanmar, Nepal, Sri Lanka, Thailand, DPR Korea and Timor-Leste)

Client Exit Survey

Agency : Marie Stopes India

Team : Mr. Laxman Sharma

Marie Stopes India (MS India) assigned IIHMR to carry out a client exit survey in selected districts of Rajasthan, UP, MP and Bihar. The exit survey is involved in interviewing the clients who avail family planning/safe abortion services from MS India's service delivery channels – outreach camps, (both MSI and government managed outreach) clinics, and social franchises. The survey would help to assess the MS India's client profile, method of choice, clients' satisfaction on services and effect on marketing/BCC activities of MS India. The major objectives of the Exit survey research are:

1. To assess the profile of clients visiting our different service delivery channels.
2. To assess the satisfaction of our clients with our services vis-à-vis cleanliness at the facility, waiting time, privacy, staff behavior and counseling provided at the camp.
3. To assess how well our marketing/BCC activities work
4. To assess the method of choice of the clients and reason of their preference for our services

The Survey is being conducted in 10 selected districts of Rajasthan, 19 districts of Madhya Pradesh, 8 districts of Bihar and 3 selected districts of Uttar Pradesh namely Bareilly, Barabanki and Sitapur.

Published work

The graduates of IIHMR University (formerly IIHMR), have written over 1,700 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 briefs and research briefs 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 (2015-2016)

No.	Author	Title	Year	Details
1	Dr. Nirmal Gurbani	Access to Quality Medicines: Rajasthan Model: Reaching the Unreached	2015	Pharma Times Vol. 24 (2), February 2015
2	Dr. Arindam Das	Adolescent Reproductive Health in Madhya Pradesh Bringing Husbands in Picture	2015	Indian Journal of Adult education, Vol. 76 (1), Jan.-March 2015: 58-69
3	Dr. Sandeep Narula	Understanding and Analyzing Indian Consumers Online Shopping and Purchasing Behavior, Manthan (Under Review).	2015	-
4	Dr. Barun Kanjilal, Mr. Lalitha Vadrevua, Dr. Vinod Kumar	Gender Differentials in the Impact of Multi-Morbidity on Self Rated Health in Rural West Bengal in India	2015	IOSR Journal of Nursing and Health Science, Vol. 4, Issue 2 PP 16-21 (Impact Factor-1.110)
5	Dr. Goutam Sadhu	Mapping private-public-partnership in health organizations : India experience	2015	International Journal of Medicine and Public Health, Vol 5, Issue 2, Apr-Jun 2015
6	Dr. Neetu Purohit, Luna, S	Multi-skills training of medical doctors in India: Experience from Rajasthan	2015	The National Medical Journal of India, Vol. 28, No. 2 (Impact Factor-0.595)
7	Dr. Sandeep Narula	Characteristics of the Entrepreneurs of Rajasthan	2015	International Journal of Economics and Managerial Thoughts, Vol. 5, No. 2
8	Dr. Sandeep Narula	Relationship between Organizational Commitment and Job Satisfaction among Women employees in Private Higher Education Institutions	2015	Prabandh-ISSN-09974-8229, June, 2015.
9	Dr. Seema Mehta	"Managing Patient Centered Care: The art of Finding and Keeping Loyal patients"	2015	Book Jaypee publisher, India ISBN: 978-93-5152-682-7.
10	Dr. Tanjul Saxena	Global Commitment to Consumer Health and Wellness through Business Model Innovation for Snack Market: A Study of Just My Favourite Foods Pvt. Ltd., Jaipur, Rajasthan	2015	Integrated Journal of Research in management and Social sciences. Volume 3, Issue 1 (VI): January - March 2015, ISSN 2322-0899
11	Dr. Tanjul Saxena	Tantalizing Taste Buds "A Study of Kanha: The Chain of Multi-cuisine Restaurant and Sweets, Jaipur, Rajasthan	2015	Growth, Globalization & Governance: Promises & Challenges Editors Swapan K. Majumdar and et al Publisher Emerald Group Publishing p. 286-299
12	Dr. Tanjul Saxena	Creating Structures, Spreading Smiles: Case of Coral Group, Real Estate and Infrastructure Project Developers, India	2015	Optimizing Business A Growth: Strategies for Scaling UP Editors G.D. Sardana and et al Publisher Bloomsbury p.46-61

No.	Author	Title	Year	Details
13	Dr. Tanjul Saxena	Home Away from Home-A Case of Budget Hotel Safari, Rajasthan, India	2015	Optimizing Business Growth Strategies for Scaling UP Editors G.D. Sardana and et al Publisher Bloomsbury p.256-266
14	Dr. Saurabh Kumar	"MBA Pharmaceutical Management- Opening New Frontiers for a Vibrant Career in Pharmaceutical Industry"	2015	Pharma Tutor Magazine, Volume 3, Issue 10, October 2015 (Print ISSN: 2394-6679; e-ISSN: 2347 - 7881).
15	Dr. Abhishek Dadhich	"Trends in OTC Drug Marketing Strategies by Indian Pharmaceutical Companies" world	2015	Journal of Pharmaceutical Research, October 2015, Volume 4, Issue 10 (Impact factor of 5.990) ISSN 2277-7105.
16	Dr. Seema Mehta	Gender Disparities in Completing School Education in India	2015	Book Chapter-Redefining the Human Resource Paradigm in Changing Cultural, Social and Economic Environment
17	Dr. Seema Mehta	Mutual Funds Inflows and Index Returns: A Study of Dynamic Relationship in US and Indian Market	2015-2016	International Journal of Global Management, Volume 6, Issue No.1 August 2015 to January 2016: ISSN 0975-8291
18	Dr. Tanjul Saxena	"Entrepreneurship and Business Model Innovation for Indian Retail Sector – Tapri-The Tea House Case", (Case study)	2016	Book Title : Growth Globalisation and Governance: Promises and Challenges published by Excel Books ISBN- 978-93-83842-98-8 (pp. 314-329).
19	Dr. Saurabh Kumar	Indian Pharmaceutical Industry-A Plethora of Sustainable growth Opportunities for Pharma Business Aspirants	2016	Pharma Tutor Magazine's printed version Vol. 4, Issue 3, March 2016 (Print ISSN: 2394-6679; e-ISSN: 2347 - 7881)
20	Dr. Seema Mehta & Dr. Neetu Purohit	Piercing and Pairing of Concepts : The IFS and Buts of Marketing and Social Marketing (Case)	2016	Case Center: CASE-Reference no. 516-0008-1

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 Publications, New Delhi.

Training

The IIHMR University, Jaipur is a leading University in the country for skill development to improve the management practices in health sector. The training and capacity building efforts of the University benefited huge number of policy makers, advisors, hospital managers, health managers, planners, decision-makers, and pharmaceutical professionals at national and international level to improve the leadership and managerial skills.

During this year, the University conducted 20 MDPs/training programs and able to attract 289 participants (National: 260; and International: 29) from number of countries namely Afghanistan, Democratic Republic of Congo, Fiji, Kiribati, Maldives, Nepal, Sri Lanka South Africa, Sudan, and Tanzania. The national participants represented Andhra Pradesh, Chandigarh, Delhi, Goa, Gujarat, Jammu & Kashmir, Karnataka, Madhya Pradesh, and Maharashtra, Odisha, Rajasthan, Tripura and Uttarakhand states.

The various training programs at IIHMR University are classified as under:

University's Overall Progress towards Training

#	Program Category	Duration of Programs	Number of Programs	Number of Participants
1	Management Development Programs (MDPs)	3-day to 10-day	10	64
2	Customized Training Programs (CTPs)	3-day to 6-day	8	179
3	Professional Development Courses (PDCs) in Management, Public Health and Health Sector Reforms	70-day	2	46
TOTAL		3-day to 70-day	20	289

Institute/School-wise Training

The IIHMR University's constituent institute/schools and their faculty members are involved in the capacity building programmes in some or the other manner. During the year the contribution of the Institute/Schools in training is depicted in the following table :

Institute/School-wise Progress on Training

#	Institute/School	Number of Programs			Number of Participants
		MDP	CTP	PDC	
1	Institute of Health Management Research (IHMR)	4	8	2	249
2	School of Pharmaceutical Management (SPM)	6	0	0	40
3	School of Rural Management (SRM)	0	0	0	0
TOTAL		10	8	2	289

Management Development Programs (MDPs)

The University announces the program in the open market to seek nominations from various agencies such as Governments, International agencies, hospitals, NGOs and pharmaceutical organizations. During the year, The Management Development Programmes largely covered the following themes:

- Developing Sales Force Effectiveness
- Patient Medication Safety and Quality Management
- Operations Management: Techniques and Applications in Healthcare
- Rational Use of Medicines: A Focus on HIV/AIDS, TB and Malaria
- Enhancing Trainers' Competence
- Pharmaceutical Management in Hospitals
- Patient Medication and Communication Skills for Hospital Pharmacists
- Data Analytics in Health
- Pharmacoepidemiology and Drug Safety

The details of these programs are given below:

Developing Sales Force Effectiveness (June 22-24, 2015): The School of Pharmaceutical Management organized a three-day MDP on "Developing Sales Force Effectiveness". The major objectives of the program were targeting specific market and customers, sales organization deployment, talent selection and management and sales force rewards. The program had elaborate sessions on sales force structure, performance management, incentive compensation, segmentation and targeting of customers, training learning and development, key accounts management, and analytics. The participants were from pharmaceutical companies located in Haryana, Karnataka, and Maharashtra. The course was coordinated by Dr. Sandeep Narula, Associate Professor of the School.

Patient Medical Safety and Quality Management (July-13-15, 2015): The School of Pharmaceutical Management organized a three-day MDP on "Patient Medical Safety and Quality Management". The specific objectives of the program were understanding concepts and need of medication safety culture in organization, developing error-reduction strategies, effective communication techniques and human error that may have impact on patient medication safety and to create patient medication safety culture in hospitals. The program was attended by international participants from Sudan and Nepal. The program was coordinated by Mr. Abhishek Dadhich, Assistant Professor of the School.

Operations Management Techniques and Applications in Healthcare Management (August 10-14, 2015 and March 15-19, 2016): The Institute of Health Management Research organized two five-day MDPs on "Operations Management Techniques and Applications in Healthcare Management". The objectives of these programs were to apply operations management techniques and tools in healthcare/hospitals for making the healthcare delivery efficient and effective. The participants were from various public and private sector hospitals/agencies located in Chandigarh, Gujarat, Maharashtra, Telangana and Tripura. The programs were coordinated by Dr. Susmit Jain, Assistant Professor.

Rational Use of Medicines with Added Focus on HIV/AIDS, TB and Malaria (August 17-28, 2015): The School of Pharmaceutical Management organized a two-week MDP on "Rational Use of Medicines with added Focus on HIV/AIDS, TB and Malaria. The major objectives of the program were to promote understanding of rational use of medicines, providing key information and expertise towards better access to medicines and healthcare services, strategies to promote rational use of medicine and to expose the participants to practical approaches in developing effective strategies for change. The participants for the program were from Democratic Republic of Congo, Tanzania, Maldives and Kiribati (Pacific Island). The program was coordinated by Dr. Nirmal K. Gurbani, Professor at IIHMR University, Jaipur.

Enhancing Competence of Trainers, September 7-11, 2016: The Institute of Health Management Research organized a five-day MDP on “Enhancing Competence of Trainers”. The major objectives of the program were to equip the participants with important training skills and to ensure that they are able to apply the learning in their trainer’s role. The training majorly focused on encouraging the understanding of the systems, concept of training and identifying stages of training cycle and their changing roles and responsibilities during stage, selecting and using appropriate training methods and techniques, management of training and developing a training plan. The participants for the training program were from Madhya Pradesh, Orissa and Rajasthan. The program was coordinated by Dr. Nutan P. Jain, Professor at IIHMR University, Jaipur.

Pharmaceutical Management in Hospitals (November 2-4 and 24-28, 2016): The School of Pharmaceutical Management organized a five-day MDP on “Pharmaceutical Management in Hospitals”. The MDP was conducted in two batches. The objectives of the program were to enable participants understand and comprehend the concepts and principles of access to medicines with tools and interventions to promote rational use of medicines in hospitals, to facilitate appreciation and significance of Drug and Therapeutics Committees (DTCs) towards pharmaceutical management in hospitals, to enable participants understand the goals, role, structure and functions of DTCs and to enable participants understand issues related to quality & safety of medicines and supply chain management. The program participants were from different countries of the world such as Bhutan, Nepal, India, Sri Lanka and Sudan. The program was coordinated by Dr. Nirmal K. Gurbani, Professor of the School.

Patient Medication Safety and Communication Skills for Hospital Pharmacists (January 11-15, 2016): The School of Pharmaceutical Management organized a five-day MDP on “Patient Medication Safety and Communication Skills for Hospital Management”. The objectives of the program were to enable participants understand the concepts and need of medication safety culture in organization, developing error-reduction strategies around the use of high-alert medications, effective communication techniques and human error that may impact on patient medication safety, promoting two-way communication with patients and health care professionals, identifying common barriers to verbal communication and describing ways to overcome each barrier. The participants in the training program were from Sri Lanka. The program was coordinated by Mr. Abhishek Dadhich, Assistant Professor of the School.

Data Analytics in Health, January 18-22, 2016: The Institute of Health Management Research organized a five-day MDP in the recently emerging area in healthcare. The new MDP was conducted on “Data Analytics in Health”. The major objectives of the program were to promote the use of data analytics in decision making in healthcare and to gain better insight which would help to demonstrate values and achieve better health outcome. The learning from this MDP helped the participants in managing large set of data and better decision making. The participants in this training program were from Goa and Delhi. The program was coordinated by Sandeep Narula, Associate Professor.

Pharmacoepidemiology and Drug Safety, February 8-12, 2016: The School of Pharmaceutical Management organized a five-day MDP on “Pharmacoepidemiology and Drug Safety”. The objectives of the program were to understand different aspects of pharmacoepidemiology in practice. The programme aimed at understanding the pharmacoepidemiological study designs, assessing the effectiveness of drugs, different techniques used to study the patterns and determinants of drug utilization, issues regarding risks and benefits of drug use in human beings. The programme also covered the cause, manifestations and consequences of Adverse Drug Effects (ADEs), introduction to fundamental statistics, compliance and regulations, concepts and methods. The participants attending the program were from South Africa. The program was coordinated by Mr. Rahul Sharma, Assistant Professor of the School.

Custom Training Programs (CTPs)

The University receives request from various agencies to organize training program for their organization. CTPs are designed and conducted based on request received from an organization.. These programs were organized for Power grid Corporation of India, Maharashtra Emergency Medical Services Project, BVG India Ltd, World Health Organization

(WHO), National Health Mission (NHM), Government of Rajasthan, and AKCC Kabul, Afghanistan. The Institute of Health Management Research organized CTPs on the following topics:

- Towards Healthy Living for Work-Life Balance for Powergrid Corporation of India Limited
- Training of Trainers on Healthcare Leadership for Maharashtra Emergency Medical Services Project, BVG India Ltd. In collaboration with IIHMR Bangalore
- Towards Healthy Living for Through Yoga & Pranayam for Powergrid Corporation of India Limited
- Orientation Program on Evaluation and Learning Organization for WHO SEARO
- Quality Assurance for Service Providers for National Health Mission, Government of Rajasthan
- Hospital Management for Afghanistan

The details of these programs are given below:

Towards Healthy Living for Work-Life Balance (April 23-25, 2015 and July 23-25, 2015): The Institute of Health Management Research conducted two sets of Customized Training Programs based on request received from Power Grid Corporation of India Limited on “Towards Healthy Living for Work-Life Balance” for senior executives. The overall aims of the programs were to improve the participants’ understanding towards healthy living for work-life balance. The programs covered various topics such as Work-Life balance concept, Work-Life index, understanding and determinants of wellbeing, personal effectiveness, stress management, time management, interpersonal style, factors enhancing healthy living and working towards work life balance. The programs were coordinated by Dr P R Sodani, Dean Training at the University.

Training of Trainers on Healthcare Leadership (June 28-30, 2015): The Institute of Health Management Research conducted a Customized Training Program on Healthcare Leadership for Maharashtra Emergency Medical Services Project, BVG India Ltd. The specific aim of the training was to develop leadership skills among the participants, explaining the importance of team, enhancing their role as a trainer and demonstrating a positive attitude towards work. The course covered the life skills, communication skills, leadership and strategic leadership, leadership styles, team development strategies, role efficacy, trainers’ styles, optimism in trainers. The participants for the program were from Maharashtra and Karnataka. The program was coordinated by Dr. Nutan Jain, Professor of the Institute.

Training Program on Healthy Living through Yoga & Pranayam (October 26-28, 2015 and November 20-22, 2016): The Institute of Health Management Research conducted two sets of Customized Training Program based on request received from Power Grid Corporation of India Limited on “Healthy Living through Yoga & Pranayam”. The overall aim of the program was to improve the participants understanding towards healthy living through Yoga and Pranayam. The training session promoted the better understanding of Yoga and Pranayam techniques for improved concentration, willpower, peace of mind, mental stability, perfect intellectual clarity and openness. The course covered the areas such as Work-life balance, managing stress, Yoga and Pranayam for healthy life, Key Asanas: Understanding and Practice, Key Pranayamas: Understanding and Practice, Meditational Practices: Understanding and Practice, Food Habits and Balanced Diet. The programs were coordinated by Dr P R Sodani, Dean, Training.

Orientation Program on Evaluation and Learning Organization (November 5-7, 2015): The Institute of Health Management Research organized an Orientation Program on Evaluation and Learning Organization for WHO-SEARO. The major objectives of the program were promoting and fostering quality evaluation within the WHO by advancing the culture and commitment and use of evaluation across WHO, assisting WHO staff to conform with best practices and with the norms and standards for evaluation of the United Nations Evaluation Group (UNEG); ensuring the quality control of all evaluations commissioned by WHO at all levels, and strengthening the quality assurance approach to evaluation. At the end of the orientation training, the staff members became proficient in explaining importance of evaluation, defining the overall framework for evaluation and the key principles; Categorizing their work into types of

evaluation and identifying methodological approaches. The participants also developed the skill of preparing an action plan for evaluation. The program was coordinated by Dr Nutan Jain, Professor of the School.

Quality Assurance for Service Providers for National Health Mission (December 8-10, 2016): The Institute of Health Management Research organized a three-day program on “Quality Assurance for Service Providers for National Health Mission, Government of Rajasthan”. The major objectives of the program were to highlight concepts and principles of quality assurance in public health facilities, Quality Assurance in Operation Theatre and labour room, ensuring patient safety, Quality Assurance in accident and emergency and ICU, Implementing Quality in public hospitals, understanding patient rights and satisfaction, identifying key performance indicators and tools for improvements. The participants for this training program were included from Principal Medical Officers, Hospital Superintendent, Chief Medical and Health Officers, and key stakeholders for implementing Quality Assurance at District level public health institutions. The program was coordinated by Dr P R Sodani, Dean Training.

Hospital Management for Afghanistan (January 25-30, 2016): The Institute of Health Management Research conducted a program on Hospital Management for Afghanistan Hospital Administrators based on the request received from AKCC, Kabul, Afghanistan. The overall aim of the program was to improve the managerial practices in hospitals for improving the efficiency of service delivery in various departments of hospitals. The program covered discussions on emergency preparedness, supply chain management, leadership and managing hospital teams. During the program, the hospital administrators visited various corporate hospitals in India to better understand their functioning and management practices. The program was coordinated by Brig. (Dr) SK Puri, Advisor (Academics).

Professional Development Courses (PDCs)

The Ministry of Health and Family Welfare, Government of India identified recognized the University 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 10-week duration program. The major objectives this course is to improve the managerial competence of district and block level medical officers in public health, management and health sector reforms. We are organizing the PDC since 2005 and so far we have conducted 17 PDCs and trained more than 300 district medical officers working at District Hospitals, CHS and PHCs of Government of Rajasthan. The Institute of Health Management Research conducted two PDCs during June 15 to August 23, 2015 and October 12 to December 20, 2016 during the financial year 2015-16. The PDCs were coordinated by Dr. P.R. Sodani, Dean Training at the University..

Academics

The IIHMR has been the pioneer institution of higher learning which developed a new discipline of health management in the country. Initially the IIHMR was engaged only in health research and capacity building of the human resource involved in the management and implementation of the health care programmes. The first academic programme with the title “Postgraduate Diploma in Hospital and Health Management” was launched in India by the IIHMR in the year 1996. Within a short span of 3-4 years, the programme became an acclaimed management course in the country. In last about two decades the alumni of the IIHMR have been instrumental in efficiently managing the healthcare institutions throughout the country and overseas.

After its transition to a research University, the IIHMR University Act provides that the University has the mandate to offer postgraduate educational programmes in the disciplines mentioned in Schedule II appended to the Act. In this way, the University can offer postgraduate programmes of study in the following disciplines:

- 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 in its third meeting held on November 07, 2014 to create the following Institute/Schools/centres :

- (a) Institute of Health Management Research (IHMR)
- (b) School of Pharmaceutical Management (SPM)
- (c) School of Rural Management (SRM)
- (d) Centre for Social Sciences (CSS)
- (e) Centre for Population and Development (CPD)

During the year 2015-16, The IHMR, the SPM and the SRM offered the postgraduate programmes but the Centre for Social Sciences and Centre for Population Development had no academic programmes. It will take time to make these centres fully operational. The institute/School wise academic programmes offered by the University are as under:

Programmes Offered

No,	Name of the School/Programme	Duration	Sanctioned intake
1	Institute of Health Management Research		
	(i) MBA Hospital and Health Management	Two Years	127
	(ii) MBA in Health Economics, Finance and Insurance	Two Years	20
	(iii) MBA in Human Resource Management in Health and Hospitals	Two Years	20
	(iv) Master of Public Health (MPH)	Two Years	30
	(v) PhD	Three Years	20
2	School of Pharmaceutical Management		
	(i) MBA Pharmaceutical Management	Two Years	30
	(ii) MBA in Procurement and Supply Chain Management	Two Years	20
3	School of Rural Management		
	(i) MBA Rural Management	Two Years	20

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 weightage 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

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.

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.

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 rural management/development sector are encouraged to apply.

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.

Masters of 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.

- 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)
- * (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).

Students Enrolled

During the year 2015-16 students were admitted afresh in the first year of various academic programmes of the University and some of the students have been promoted to the second year of the academic programmes. The details of the students studying in the University under various programmes are as under:

#	Programmes	First Year			Second Year			Grand Total
		M	F	Total	M	F	Total	
Institute of Health Management Research								
1	MBA Hospital and Health Management	31	96	127	34	85	119	246
2	MBA in Human Resource Management in Health and Hospitals	0	0	0	3	8	11	11
3	Master of Public Health (MPH) <i>(In collaboration with Johns Hopkins University, Baltimore, USA)</i>	3	6	9	3	2	5	14
4	PhD	13	7	20	13	7	20	40
School of Pharmaceutical								
1	MBA Pharmaceutical Management	19	9	28	9	4	13	41
School of Rural Management								
1	MBA Rural Management	5	3	8	0	0	0	8
Total		71	121	192	62	106	168	360

Notes : M stands for Male and F for Female.

Diversity

The University greatly values Diversity in all the academic programmes. The table given hereinabove manifestly depicts that 63% of the students are females and they represent 22 states of the country. They also come from diverse academic backgrounds like medicine, dentistry, science & technology, AYUSH, arts, nursing, biotechnology etc. The Master of Public Health programme which is offered in academic collaboration with Johns Hopkins University, Baltimore, USA is basically offered to South-East Asian countries.

Academic Session Plan

The Academic Plan of the University is prepared by the Dean, Academic and Student Affairs in consultation with other deans and faculty members. The student feedback is also considered while finalizing the session plan. The Plan is submitted to the Academic Council of the University for Approval before commencement of the academic session. After obtaining approval from the academic council, the plan is shared with faculty members and students. The plan is also exhibited on the University website. The approved academic plan of the University for the Year of 2015-16 is as under:

MBA Hospital and Health Management
Ist Year Section : A Batch-20 (2015-17)

Date	Course #	Course Credit	Course Title	Faculty
July 13			Inauguration	
July 25-July 31	IC101	NC*	Human Process Lab	ISABS Team
July 16-July 17	IC102	NC	Essentials of Computers and Information Technology	Mr. Rohit Jain
July 20-July 24	IC103	NC	Communication lab	Prof. A.L. Shah
Aug 3-Sept 3	CC601	1.5	Health and Development	Dr. B. Kanjilal
	CC 603	3	Principles of Management	Dr. A.K. Mathur
	CC602	3	Health Policy and Health care Delivery System	Dr. P.R. Sodani
Sept 7-Sept 30	CC604	3	Demography and Population Studies	Dr. A. Das/Dr. Dharendra Kumar
	CC606	3	Biostatistics	Dr. J.P. Singh
	CC605	1.5	Essentials of Hospital Services	Dr.(Col.) A. Kaushik/ Dr.(Brig.) S.K. Puri
Oct 1-Oct 4			ANNUAL DAY AND CONFERENCE	
Oct 5-Oct 17	CC604		Demography and Population Studies	Dr. A. Das/Dr. Dharendra Kumar
	CC606		Biostatistics	Dr. J.P. Singh
	CC605		Essentials of Hospital Services	Dr.(Col.) A. Kaushik/ Dr.(Brig.) S.K. Puri
Oct 19-Oct 30			Term Examination	
Nov 2-Nov 6	CC610	3	Financial Management and Accounting	Dr. M. Choudhary
Nov 9-Nov 13			DEEPAWALI BREAK	
Nov 16- Nov 20	CC610		Financial Management and Accounting	Dr. M. Choudhary
Nov 23-Dec 4	CC609	3	Organizational Behavior	Dr. N. Jain/Dr. N. Purohit
Dec 7-Dec 18	CC612	3	Marketing Management	Dr. S. Mehta
Dec 21-Dec 24			Term Examination	
Dec 28-Jan 1			Winter Break	
Jan 4-Jan 15	CC611	3	Essentials of Health Economics	Dr. B. Kanjilal
Jan 18-Jan 29	CC607	3	Human Resource Management	Dr. T. Saxena
Feb 1-Feb 12	CC602	3	Essentials of Epidemiology	Dr. S.D. Gupta/Dr. D.K. Mangal/ Dr. M.L. Bairwa
Feb 15-Feb 19			Term Examination	
Feb 22-Feb 26	CC608	1.5	Communication planning & Management (Business Communication)	Dr. N. Purohit/Dr. A.K.Mathur
Feb 29-Mar 4	CC608	1.5	Communication planning & Management (Behavior Change Communication)	Dr. N. Purohit/Dr. A. Mathur

Date	Course #	Course Credit	Course Title	Faculty
Mar 7- Mar 11	CC613	1.5	Community Studies	Mr. N.K. Sharma, Mr. N.D. Sharma, Ms. S. Nigam, Mr. Laxman Sharma
Mar 14-Mar 18	-	1.5	Research Methods	Dr. Neetu Purohit
Mar 21-Mar 25			Term Examination	
Mar 28-April 1			Preparation for Summer Training	
April 4-June 4			Summer Training	
June 6-June 10			Supplementary Exam	
June 13-June 17			Poster Presentation	

MBA Hospital and Health Management
1st Year Section : B Batch-20 (2015-17)

Date	Course #	Course Credit	Course Title	Faculty
July 13			Inauguration	
July 25-July 31	IC101	NC*	Human Process Lab	ISABS Team
July 16-July 17	IC102	NC	Essentials of Computers and Information Technology	Mr. Rohit Jain
July 20-July 24	IC103	NC	Communication lab	Prof. A.L Shah
Aug 3-Sept 5	CC601	1.5	Health and Development	Dr. B. Kanjilal
	CC 603	3	Principles of Management	Dr. A.K. Mathur
	CC602	3	Health Policy and Health care Delivery System	Dr. P.R. Sodani
Sept 7-Sept 30	CC606	3	Biostatistics	Dr. J.P. Singh
	CC604	3	Demography and Population Studies	Dr. A. Das/Dr. Dharendra Kumar
	CC605	1.5	Essentials of Hospital Services	Dr. (Col.) A. Kaushik/ Dr. (Brig.) S.K. Puri
Oct 1-Oct 4	ANNUAL DAY AND CONFERENCE			
Oct 5-Oct 15	CC606	3	Biostatistics	Dr. J.P. Singh
	CC604	3	Demography and Population Studies	Dr. A. Das/Dr. Dharendra Kumar
	CC605	1.5	Essentials of Hospital Services	Dr. (Col.) A. Kaushik/ Dr. (Brig.) S.K. Puri
Oct 19-Oct 30			Term Examination	
Nov 2-Nov 6	CC609	3	Organizational Behavior	Dr. N. Jain/Dr. N. Purohit
Nov 9-Nov 13			DEEPAWALI BREAK	
Nov 16-Nov 20	CC609		Organizational Behavior	Dr. N. Jain/Dr. N. Purohit
Nov 23-Dec 4	CC612	3	Marketing Management	Dr. S. Mehta

Date	Course #	Course Credit	Course Title	Faculty
Dec 7-Dec 18	CC610	3	Financial Management and Accounting	Dr. M. Choudhary
Dec 21-Dec 24			Term Examination	
Dec 28-Jan 1			Winter Break	
Jan 4-Jan 15	CC607	3	Human Resource Management	Dr. T. Saxena
Jan 18-Jan 29	CC611	3	Essentials of Health Economics	Dr. B. Kanjilal
Feb 1-Feb 12	CC602	3	Essentials of Epidemiology	Dr. S.D. Gupta/Dr. D.K. Mangal/ Dr. M.L. Bairwa
Feb 15-Feb 19			Term Examination	
Feb 22- Feb 26	CC613	1.5	Community Studies	Mr. N.K. Sharma, Mr. N.D. Sharma, Ms. S. Nigam, Mr. Laxman Sharma
Feb 29-Mar 4	CC608	1.5	Communication planning & Management (Behavior Change Communication)	Dr. N. Purohit/Dr. A.K. Mathur
Mar 7-Mar 11	CC608	1.5	Communication planning and Management (Business Communication)	Dr. N. Purohit/Dr. A.K. Mathur
Mar 14-Mar 18	-	1.5	Research Methods	Dr. Neetu Purohit
Mar 21-Mar 25			Term Examination	
Mar 28-April 1			Preparation for Summer Training	
April 4-June 4			Summer Training	
June 6-June 10			Supplementary Exam	
June 13-June 17			Poster Presentation	

MBA in Pharmaceutical Management Ist Year Batch-7 (2015-17)

Date	Course #	Course Credit	Course Title	Faculty
July 13			Inauguration	
July 25-July 31	IC101	NC*	Human Process Lab	ISABS Team
July 16-July 17	IC102	NC	Essentials of Computers and Information Technology	Mr. Rohit Jain
July 20-July 24	IC103	NC	Communication Lab	Prof. A.L Shah
Aug 3-Sept 5	PM 651	3	National and International Environment for Pharmaceutical Industry	Dr. N.K. Gurbani, Mr. A. Dadhich
	PM 658	3	Regulatory Environment in Pharmaceutical Business and IPR	Mr. A. Dadhich Dr. N.K. Gurbani
	PM 652	3	Introduction to Medical Pharmacology	Mr. R. Sharma, Dr. N.K. Gurbani, Mr. A. Dadhich

Date	Course #	Course Credit	Course Title	Faculty
Sept 7-Sept 30	PM 653	3	Principles of Management	Dr. S. Mehta
	PM 660	3	Human Resource Management	Dr. T. Saxena
	PM 661	3	Research Methodology	Dr. S. Mishra/Dr. A. Khanna
Oct 1-Oct 4			ANNUAL DAY AND CONFERENCE	
Oct 5-Oct 17	PM 653	-	Principles of Management	Dr. S. Mehta
	PM 657	3	Essentials of Pharmaco-epidemiology	Mr. R. Sharma
	PM 661	-	Research Methodology	Dr. S. Mishra/Dr. A. Khanna
Oct 19-Oct 30			Term Examination	
Nov 2-Nov 6	PM 655	3	Basics of Bio-statistics	Dr. S. Mishra
Nov 9-Nov 13			DEEPAWALI BREAK	
Nov 16-Nov 20	PM 655	-	Basics of Bio-statistics	Dr. S. Mishra
Nov 23-Dec 4	PM 660	3	Human Resource Management	Dr. T. Saxena
Dec 7-Dec 18	PM 659	3	Organizational Behaviour	Dr. N. Purohit
Dec 21- Dec 24			Term Examination	
Dec 28-Jan 1			Winter Break	
Jan 4-Jan 15	PM 663	3	Managerial Economics	Dr. P. R. Sodani
Jan 18-Jan 29	PM 654	3	Business Communication	Dr. A.K. Mathur Dr. N. Purohit
Feb 1- Feb 12	PM 664	3	Financial Management I	Dr. M. Choudhary
Feb 15- Feb 19			Term Examination	
Feb 22-Feb 26	PM 658	1.5	IPR	Mr. A. Dadhich, Dr. N.K. Gurbani
Feb 29-Mar 11	PM 662	3	Pharmaceutical Marketing & Management	Dr. S. Narula, Dr. Saurabh
			Any Fri, Sat and Sun will be Earmarked for Industry Visit Outside or in Jaipur	
Mar 14-Mar 18	-	1.5	Social Media Marketing	Dr. Sandeep Narula
Mar 21-Mar 25			Term Examination	
Mar 28-April 1			Preparation for Summer Training	
April 4-June 4			Summer Training	
June 6-June 10			Supplementary Exam	
June 13-June 17			Poster Presentation	

MBA in Rural Management
1st Year Batch-4 (2015-17)

Date	Course #	Course Credit	Course Title	Faculty
Aug 3-Aug 8	-	-	Basic Concept of Development and Different Rural Development Programs.	Prof. Rahul Ghai and Dr. Goutam Sadhu
Aug 10-Aug 11	-	-	Principles of Management	Dr. Alok Mathur

Date	Course #	Course Credit	Course Title	Faculty
Aug 12-Aug 14	-	-	Human Process Lab	Dr. Nutan Jain/Dr. Tanjul/ Dr. Seema Mehta/ Dr. Neetu Purohit
Aug 17-Aug 28	-	-	Development Theory and Praxis	Prof. Rahul Ghai
Aug 31-Sept 11	-	-	Individual and Group Behaviour	Dr. Tanjul Saxena/Dr. G. Sadhu/ Mrs. Sunita Nigam
Sept 14-Sept 26	-	-	Rurban Society and Polity	Prof. Rahul Ghai
Sept 30-Sept 28	-	-	Preparatory leave	
Oct 2-Oct 4	-	-	Annual Conference	
Oct 5-Oct 10	-	-	Village Stay (Students will spend time on learning about the ground realities of rural life, the changing character of the rural economy and Culture)	Mr. Laxman Sharma/ Dr. Jayanta Mitra
Oct 12-Oct 23	-	-	Principles of Management	Dr. Alok Mathur
Oct 26-Oct 30	-	-	Term Examination	
Nov 2-Nov 6	-	-	Essentials of Economics for Rural Managers	Dr. P.R. Sodani and Mr. S.P. Chatterjee
Nov 9-Nov 13	-	-	DEEPAWALI BREAK	
Nov 16-Nov 20	-	-	Essentials of Economics for Rural Managers	Dr. P.R. Sodani and Mr. S.P. Chatterjee
Nov 23-Dec 4	-	-	Understanding an Organisation (NGO Management)	Dr. Goutam Sadhu
Dec 7-Dec 18	-	-	Marketing Management	Dr. Tanjul Saxena/ Dr. Goutam Sadhu
Dec 21-Dec 24	-	-	Term Examination	
Dec 28-Jan 1	-	-	Winter Break	
Jan 4-Jan 15	-	-	Public Governance & System Management	Dr. Goutam Sadhu
Jan 18-Jan 29	-	-	Quantitative Analysis for Development Practitioners	Dr. Susmit Jain/ Dr. J.P. Singh
Feb 1-Feb 12	-	-	Human Resource Management	Dr. Tanjul Saxena
Feb 15-Feb 19	-	-	Term Examination	
Feb 22-Mar 4	-	-	Financial Accounting	Dr. Monika Choudhary/ Mr. S.P. Chattopadhyay
Mar 7-Mar 11	-	-	ICT in Rural Development	Mr. Rohit Jain/Dr. Susmit Jain
Mar 14-Mar 25	-	-	Managerial Analysis and Communication	Dr. A.K. Mathur/Dr. N. Purohit
Mar 28-April 1	-	-	Financial Management	Dr. Monika Choudhary
April 4-April 8			Term Examination	
April 11-June 4			Summer Training	
June 6-June 10			Supplementary Exam	
June 13-June 17			Poster Presentation	

MBA 2nd Year : Hospital Stream (Batch 2014-16)
Teaching Schedule for year 2015-2016

Date	Course #	Course Credit	Course Title	Faculty
June 22-Aug 1	HOM 701	3	Hospital Planning	Dr. V.P. Raghuvanshi Dr. (Col.) A. Kaushik
	HOM 716	3	Operations Management in Hospital	Dr. S. Jain/Dr. V.P. Raghuvanshi
	HOM 704	1.5	Organization and Management of Utility Services	Dr. (Col.) A. Kaushik/ Dr. V.P. Raghuvanshi
	HOM 718	1.5	Data Management and Analysis	Dr. A. Khanna/Dr J.P. Singh
Aug 3-Aug 7			TERM EXAMINATION	
Aug 10-Sept 19	HOM 702	3	Organization and Management of Clinical Services	Dr. (Brig) S.K. Puri/ Dr. (Col.) A. Kaushik
	HOM 712	3	Quality and Patients' Safety in Hospitals and Health Care	Dr. S. Kumar/Dr. S.D. Gupta
	HOM 717	1.5	Clinical Epidemiology	Dr. S.D. Gupta/Dr. S. Joshi
Sept 21-Sept 26			TERM EXAMINATION	
Oct 28-Oct 4			CONFERENCE	
Oct 5-Oct 16	HOM703	3	Organization and Management of support Services	Dr. V.P. Raghuvanshi, Dr (Brig) S.K. Puri
Oct 19-Oct 30	HOM706	3	Hospital Management Information System	Dr. S. Kumar
Nov 2-Nov 6	HOM 707	3	Marketing Management of Hospital Services	Dr. S. Mehta
Nov 9-Nov 13			DEEPAWALI BREAK	
Nov 16-Nov 20			Marketing Management of Hospital Services	Dr. S. Mehta
Nov 23-Nov 27			TERM EXAMINATION	
Nov 30-Dec 11	HOM708	3	Strategic Planning and Managed Care	Dr. M. Choudhary
Dec 14-Dec 18	HEM 711	1.5	Legal Framework in Health Care	Dr. (Col.) A. Kaushik, Dr. V.P. Raghuvanshi
Dec 21-Jan 1	HOM 706	3	Material and Equipment Management	Dr. (Col.) A. Kaushik, Dr. S. Kumar
Jan 4-Jan 8			TERM EXAMINATION	
Jan 11-Jan 29			ELECTIVE COURSES	
Feb to May, 2016			DISSERTATION/INTERNSHIP	
May 9-13, 2016			SUPPLEMENTARY EXAMS	
May 16-25, 2016			DEFENDING DISSERTATION	
First Week of June, 2016			CONVOCATION (June 05, 2016)	

Elective Course Group A : Innovation Management, Social Media Marketing

Elective Course Group B : Public Health Nutrition, Entrepreneurship

Elective Course Group C : Urban Health, Private Public Partnership, Operations Research

More elective courses can be added after consultation with students.

MBA 2nd Year : Health Stream (Batch 2014-16)
Teaching Schedule for year 2015-2016

Date	Course #	Course Credit	Course Title	Faculty
June 22-Aug 1	HEM 701	1.5	Population Programme Management/ Data Management and Analysis	Dr. A. Das/Dr. Dhirendra Kumar
	HEM 702	3	Applied Epidemiology	Dr. V. Kumar/Dr. D.K.Mangal/ Dr. S.D. Gupta
	HEM 715	3	National Health Programmes	Dr. V. Kumar/Dr. S. Joshi
Aug 3-Aug 7			TERM EXAMINATION	
Aug 10-Sept 19	HEM 703	3	Health Survey Research Methods	Dr. Dhirendra Kumar/ Dr. S. Joshi/Mr. N.K. Sharma
	HEM 712	3	Quality and Patients' Safety in Hospitals and Health Care	Dr. S. Kumar/Dr. S.D. Gupta
	HEM 709	3	Health Management Information System	Dr. A. Khanna/Dr. Shilpi Misra
Sept 21-Sept 26			TERM EXAMINATION	
Oct 28-Oct 4			CONFERENCE	
Oct 5-Oct 16	HEM 705	3	PIME	Dr. S. Joshi/Dr. Goutam Sadhu/ Mr. N.D. Sharma
Oct 19-Oct 30	HEM 708	3	Strategic Planning and Management in Health Care	Dr. P.R. Sodani/Dr. G. Sadhu
Nov 2-Nov 6	HEM 707	1.5	International Health	Dr. V. Kumar/Dr. S. Joshi
Nov 9-Nov 13			DEEPAWALI BREAK	
Nov 16-Nov 21	HEM 714	1.5	Disaster Management	Dr. (Brig.) S. K. Puri, Dr. S. Joshi
Nov 23-Nov 27			TERM EXAMINATION	
Nov 30-Dec 11	HEM 704	3	Logistics and Supply Chain Management	Dr. V.P. Raghuvanshi/ Dr. V. Kumar
Dec 14-Dec 18	HEM 711	1.5	Legal Framework in Health Care	Dr. (Col.) A. Kaushik/ Dr. V.P. Raghuvanshi
Dec 21-Jan 1	HEM 713	3	Operations Research	Dr. B. Kanjilal/Dr. D.K.Mangal
Jan 4-Jan. 8			TERM EXAMINATION	
Jan 11-Jan 30			ELECTIVE COURSES	
Feb to May, 2016			DISSERTATION/INTERNSHIP	
May 9-13, 2016			SUPPLEMENTARY EXAMS	
May 16-25, 2016			DEFENDING DISSERTATION	
First Week of June, 2016			CONVOCATION (June 05, 2016)	

Elective Course Group A : Innovation Management, Social Media Marketing

Elective Course Group B : Public Health Nutrition, Entrepreneurship

Elective Course Group C : Urban Health, Private Public Partnership, Operations Research

More elective courses can be added after consultation with students.

MBA 2nd Year : Pharmaceutical Management (Batch 2014-16)

Teaching Schedule for year 2015-2016

Date	Course #	Course Credit	Course Title	Faculty
June 22-Aug 1	PM 751	3	Product and Brand Management Any Fri, Sat and Sun will be Earmarked for Industry Visit Outside or in Jaipur	Dr. S. Narula, Mr. A. Dadhich
	PM 752	3	Market Research and Data Management & Analysis	Dr. Seema Mehta
	PM 753	3	Sales and Distribution Management Any Fri, Sat and Sun will be Earmarked for Industry Visit Outside or in Jaipur	Dr. S. Narula, Dr. Saurabh
Aug 3-Aug 7			TERM EXAMINATION	
Aug 10-Sept 19	PM 763	1.5	Management Information System	Dr. A. Khanna
	PM 761	1.5	Finance Management II	Dr. M. Choudhary
	PM 757	3	Strategic Management	Dr. S. Narula, Mr. Rahul Sharma
	PM 764	3	International Business Management	Dr. S. Narula, Dr. Saurabh
Sept 21-Sept 26			TERM EXAMINATION	
Sept 28-Oct 4			CONFERENCE	
Oct 5-Oct 16	PM 758	3	Clinical Research and Development	Dr. N.K. Gurbani, Mr. R. Sharma
Oct 19-Oct 30	PM 762	3	Project & Entrepreneurship Management Any Fri, Sat and Sun will be Earmarked for Industry Visit Outside or in Jaipur	Dr. S. Mehta, Dr. Saurabh
Nov 2-Nov 6	PM 758	3	Production Management Any Fri, Sat and Sun will be Earmarked for Industry Visit Outside or in Jaipur	Mr. A. Dadhich, Dr. S. Jain
Nov 9-Nov 13			DEEPAWALI BREAK	
Nov 16-Nov 20			Production Management Any Fri, Sat and Sun will be Earmarked for Industry Visit Outside or in Jaipur	Mr. A. Dadhich, Dr. S. Jain
Nov 23-Nov 27			TERM EXAMINATION	
Nov 30-Dec 11	PM 759	3	Supply Chain Management	Dr. N.K. Gurbani, Dr. S. Jain
Dec 14-Dec 18	PM 760	1.5	Total Quality Management	Mr. A. Dadhich, Dr. N.K. Gurbani
Dec 21-Dec 24	PM 754	1.5	Consumer Behaviour	Dr. S. Mehta
Dec 28-Jan 2			Capstone	Mr. A. Dadheech
Jan 4-Jan 8			TERM EXAMINATION	
Jan 11-Jan 29			ELECTIVE COURSES	
Feb to May, 2016			DISSERTATION/INTERNSHIP	
May 9-13, 2016			SUPPLEMENTARY EXAMS	
May 16-25, 2016			DEFENDING DISSERTATION	
First Week of June, 2016			CONVOCATION (June 05, 2016)	

Elective Course Group A : Innovation Management, Social Media Marketing
 Elective Course Group B : Public Health Nutrition, Entrepreneurship
 Elective Course Group C : Urban Health, Private Public Partnership, Operations Research
 More elective courses can be added after consultation with students.

Innovative initiatives 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.No.	Activities	Details of the Activities	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)	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. The data sets created by the students are used for training in analysis using various statistical software such as SPSS.	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 week for two months

S.No.	Activities	Details of the Activities	Time Allocated
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)	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.	One week as a part
8	Summer training	Students are given in setu exposure during their summer training in some corporate/district hospitals or in execution of healthcare programmes.	Complete Two months
9	Internship	Every student has to go for internship in hospital or health organization or industry for practical training.	12 weeks
10	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 with 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 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.

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 first meeting on July 07-09, 2014 to examine the fee structures prepared by the University for the existing academic programmes being offered. The Committee held its second meeting on November 13, 2014 to examine the fee structure prepared by the University for the new academic programmes proposed to be offered from the academic session 2015-16.. The Committee considered and examined the fee structures prepared by the University for the Academic Programmes being offered/proposed to be offered. The Committee accorded its approval to the fee structure for the various courses run by the University in the academic year 2015-16 (applicable for the batch 2015-17). The approved fee structure is as under:

S.#	Name of the School/Programme	Fee payable for the Period	Approved fee in Lakhs Rs.
1	Institute of Health Management Research		
	(i) MBA Hospital and Health Management	Two Years	5.85
	(ii) MBA in Health Economics, Finance and Insurance	Two Years	4.20
	(iii) MBA in Human Resource Management in Health and Hospitals	Two Years	4.20
	(iv) Master of Public Health (MPH)	Two Years	22000\$
	(v) Ph.D	Three Years	2.60
2	School of Pharmaceutical Management		
	(i) MBA Pharmaceutical Management	Two Years	5.30
	(ii) MBA in Procurement and Supply Chain Management	Two Years	4.20
3	School of Rural Management		
	(i) MBA Rural Management	Two Years	4.20

The Board of Management of the University considered the report of the Fee Fixation Committee and took an informed decision that though the fee structure prepared by the University has been justifiably approved by the fee fixation committee yet, the University finds it appropriate to charge only Rs. 3.00 lakhs in the academic year 2015-16 for the newly launched Courses and Rural Management course instead of Rs. 4.20 lakhs approved by the committee. The Board took this decision so that the courses can start well in the initial years.

Financial Aid

The University provides financial aid in the form of tuition fee waiver to the academically bright and needy students. It also provides fellowships to such students who exhibit not only excellent scholarly achievements but sets an example for her/his character and commitment to the common good cause.

The University also grants 50% tuition fee waiver to serving defense personnel and in-house PhD students

Report on Examinations

The IIHMR University has prepared Regulations on Examinations, 2015 which have been accorded approval by the Academic Council and Board of Management of the University. The Regulations relating to the examinations of the University are being adhered in letter and spirit in all the processes of examinations. The evaluation system of the University consists of two phases viz. midterm examination (30 marks) and final term examination (70 marks). A Midterm examination is an assessment by the course coordinator and the term examination is the assessment of student's learning during the course.

1 University Examinations at a glance

At the beginning of the academic session in July, 2015 the Examination Cell prepared the Annual Examination Planner for conducting the Term and Supplementary Examinations for the Year. The dates were declared along with the teaching calendar. The months scheduled for conducting the examinations in the academic year 2015-16 for the first and second batch of Hospital, Health and Pharma students is depicted in table 1. Each term examination schedule is comprised of three to five courses. The maximum duration of the term examination was three hours. All the students having attendance of 75% and above were eligible to appear in the examination. With the permission of Dean (Academics and student affair), Cases with attendance of 50-75% with justifiable medical reason were also considered for the condonation of the period of shortage but only after submitting the extra assignment to cover the period of absence.

Table 1 : Examination Schedule

Examination Month & Date	Stream	Type of Examination	Total No. of Students (Examination Scheduled)
June 08-11, 2015	II year of batch 2014-16 (Hospital, Health and Pharma streams)	Supplementary Examinations	24
August 3-7, 2015	II year of batch 2014-16 (Hospital, Health and Pharma streams)	Term Examination	129
September 21-26, 2015	II year of batch 2014-16 (Hospital, Health and Pharma streams)	Term Examination	129
October 19-30, 2015	I year of batch 2015-17 (Hospital & Health, HRM, Pharma and Rural streams)	Term Examination	174
November 02-27, 2015	II year of batch 2014-16 (Hospital, Health and Pharma streams)	Supplementary Examinations	08
December 1-5, 2015	II year of batch 2014-16 (Hospital, Health and Pharma streams)	Term Examination	129
December 21-23, 2015	I year of batch 2015-17 (Hospital & Health, HRM, Pharma and Rural streams)	Term Examination	174
January 4-8, 2016	II year of batch 2014-16 (Hospital, Health and Pharma streams)	Term Examination	129
March 21-25, 2016	I year of batch 2015-17 (Hospital & Health, HRM and Pharma Stream)	Term Examination	167

Examination Month & Date	Stream	Type of Examination	Total No. of Students (Examination Scheduled)
April 04-08, 2016	I year of batch 2015-17 (Rural Stream)	Term Examination	07
May 09-13, 2016	II year of batch 2014-16 (Hospital and Pharma streams)	Supplementary Examinations	02

2 Activities of the Examination Cell

Broad activities carried out by the cell in the year under review for the smooth conduction of examination are as follows:

- (a) Preparing annual examination calendar
- (b) Information to students about examination schedule and examination guidelines
- (c) Computation of student attendance and display of list of eligible students to appear in the examinations
- (d) Conduction of term examinations and supplementary examinations in pursuance of the examination calendar
- (e) Information to the faculty regarding term and supplementary examinations
- (f) Sending the request to faculty members for paper setting. Two set of question papers were asked for term and supplementary examination each
- (g) Arranging printing of question papers within the campus as per the time schedule
- (h) Timely information to the students not conforming to the eligibility criteria for appearing in examination (displaying list of debarred students on notice board)
- (i) Assigning invigilation duties and preparing a duty roaster register
- (j) Classroom arrangement with roll- numbers for smooth conduction of examinations
- (k) Distribution of the answer sheets to evaluators in a sealed confidential bag
- (l) Collection and tabulation of marks and assigning grades for each course
- (m) Sharing of the results online with the students and by display on the notice board
- (n) Preparation of Final result, Transcripts and Degrees
- (o) Collection of No-dues and Caution Money Form from the students
- (p) Organizing a meeting for discussion of results and award of gold medals
- (q) Preparation for convocation for award of degrees

3 Examination reviewing body

During the year, the president constituted two committees namely examination credential committee and flying squad to ensure strict implementation of the regulations, to prevent unfair means in examination and for reviewing the matters related with the process of examination. There were three cases related to use of unfair means during 2015-16 on which appropriate action has been taken based on the recommendation of the examination and credentials committee.

4 Analysis of Results

4.1 MBA in Hospital and Health Management

- Total students admitted : 121
- Students who left the programme : 05
- Total Students who attended the programme : 116

Table 2 : Results of MBA in Hospital and Health Management Programme

Passed	Hospital Management (73)*	Health Management (44)
In first attempt	60	30
In Supplementary	09	10
By Grace	03	04

*One student of Hospital Management did not qualify the examination.

4.2 MBA in Pharmaceutical Management

- Total students admitted : 13
- Students who left the programme : 0
- ended the programme : 13

Table 3 : Results of MBA Pharmaceutical Management

Passed	Pharmaceutical Management (13)*
In first attempt	9
In supplementary	2
By Grace	1

**One student of Pharmaceutical Management did not qualify the examination.

Alumni

IIHMR 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 last two decades.

During the year 2015-16, the University created alumni cell which has been manned by a full time alumni executive. The Alumni Association is registered body and the alumni cell establishes live communication with the alumni. The alumni cell also helps the graduating 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 alumni do help with placement of the students, share experience of IIHMR courses in Saturday seminars, organize guest lecturers of prominent industry experts, provide feedback on existing courses, and suggest for the emerging skill needs of the industry. They share database and promote scholarly write-ups, such as case studies and articles which could be used as study material by the students.

The University has taken a decision to involve its alumni in various governing structures of the University. Therefore, Shri Deepak Venugopal, an alumnus of the University has been made special invitee member in the Board of Management of the University and likewise Shri Neelkanth Bhoi and Shri Preet Matani have also been made part of the academic council of the University.

The University organized alumni meet on October 3, 2015 at the time of annual conference. The School of Rural Management (SRM) organized its alumni meet on February 20-21, 2016 wherein 34 alumni participated. The University values the suggestions of its alumni even while reviewing the course curricula.

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. The feedback is shared with the respective faculty member and the feedback is also considered while preparing the annual academic plan. The feedback of the students also helps the University while reviewing the curricula.

Furthermore, there are certain other tools developed by Professor Udai Pareek which are also used for measuring overall learning ambience and organizational culture of the campus. The tool popularly known as OCTAPACE is commonly used.

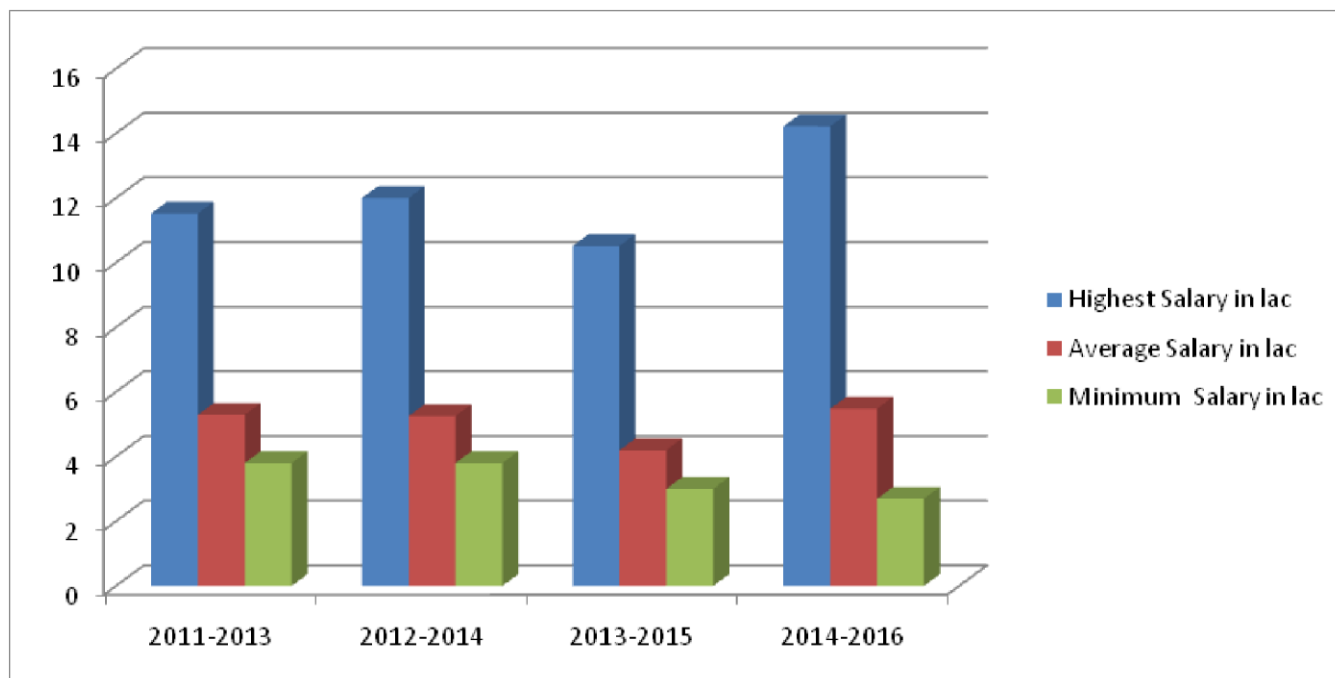
Placements

The University has created a Placement Cell which facilitates placement of graduating students every year. The placement cell is managed by graduating students with the help of a placement officer. The University is fully aware about the competitive job market and skill needs of the employers. From the very beginning the students acquire desired competencies and skill sets including communication and soft skills during their stay in the University. The IIHMRU students attract prestigious employers much before the placement season commences. Consequently, the employers vie for securing early placement dates. In the year 2015-16 some 35 recruiters visited the University and all the desirous students were placed by December, 2015. The employers who visit the University are from acclaimed hospitals, departments of state governments, health research organizations, consulting agencies, pharmaceutical companies, funding agencies etc. The details of the placement of graduating students in the year 2015-16 are as under:

Placement in Hospital and Health Management

S#	Salary package	2011-2013	2012-2014	2013-2015	2014-2016
1.	Highest (Rs. in lacs)	11.52	12	10.52	14.22
2.	Average (Rs. in lacs)	5.29	5.25	4.2	5.48
3.	Minimum (Rs. in lacs)	3.8	3.8	3.0	2.7

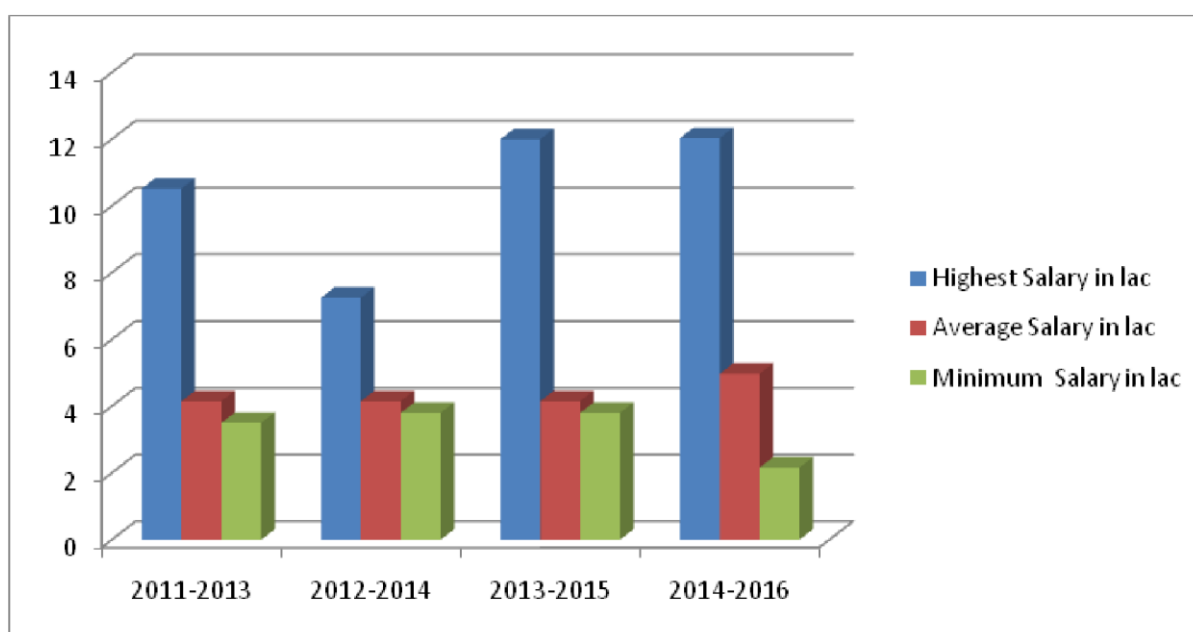
Graphic Representation



Placement in Pharmaceutical Management

S#	Salary package	2011-2013	2012-2014	2013-2015	2014-2016
1.	Highest Salary (Rs.in lacs)	10.52	7.25	12	12.03
2.	Average Salary (Rs.in lacs)	4.15	4.15	4.15	4.97
3.	Minimum Salary (Rs.in lacs)	3.5	3.8	3.8	2.16

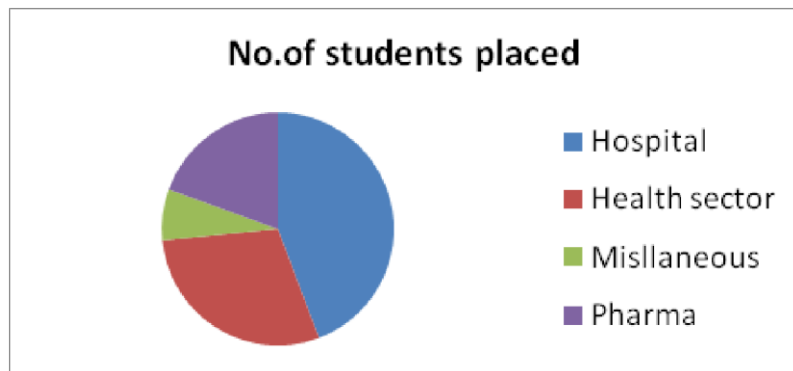
Graphic Representation



Sector wise placement Year (2014-16)

S#	Sectors	No. of students
1.	Hospital	50
2.	Health sector	33
3.	Software	8
4.	Consultancy	5
	Total	113

Graphic Representation



Committees

The University greatly values participatory management and democratic governance. Most of the academic and administrative processes of the University are managed through Committees manned by Deans, senior faculty members and outside experts. The faculty members feel responsible and are actively engaged in all the processes starting from admissions to convocation. The participation of alumni, students, persons from industry, eminent academicians and policy makers contribute significantly in managing the University affairs. Some of the important committees constituted in the University are as under:

Internal Committee on Prevention of Sexual Harassment

Pursuant to the provisions of the 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:

S.#	Name	Position	Contact Nos.
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

In the year 2015-16 the committee held a Sensitization Programme for faculty members and staff of the University on prevention of sexual harassment at Workplace on September 28, 2015. Mr. Anil Kaushik, Management Expert-HR & IR, Chief Editor -Business Manager-HR Magazine from Alwar was the resource person. Mr. Kaushik shared the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal Act, 2013. He also explained nuances involved in the term sexual harassment and what can be construed as harassment at the work place. He cited numerous examples where stringent actions have been taken against those who conducted themselves in violation of the provisions of the Act. He also shared some studies and experiences on healthy and gender friendly working atmosphere in organizations. The internal Complaints Committee of the University also interacted with the female employees working in the University and shared with them about the existence of the Committee. During the year under report, no incident of sexual harassment has been reported in the University.

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 Nonpayment 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

Member

Dr. Susmit Jain

Dr. Monika Chaudhary - Member

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:

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

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

The Anti ragging Committee starts its activities with commencement of the academic session. At the admission stage the students are asked to submit an affidavit to abstain from any such activity. The Committees and squads work with all sensitivity and remain in contact with the new students. The University level committee meets on weekly basis in first three months of the academic session. The committees have ensured that the anti ragging posters and bills have been posted on the conspicuous places in the campus. The website of the University and other communications make it clear that the University has a policy of zero tolerance on ragging. No incident of ragging has been reported to the committee during the year.

Institutional Committee for Ethics and Review of Research Committee

The University reconstituted the Institutional Committee for Ethics and Review of Research committee on August 17, 2015 for two years. The main role of the committee will be to review the research proposals and grants from ethics perspectives of research on human subjects. The committee will have the mandate to examine the research proposals/ studies being conducted in all the schools of the University. The terms of reference of the committee are as under:

- 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.

The committee shall follow the ICMR's Ethical Guidelines for Biomedical Research on Human Subjects. The committee consists of the following members:

S.No.	Names	Position
1	Dr Vishwa Mohan Katoch Former Secretary, Department of Health Research, Ministry of Health & Family Welfare, Govt. of India & Former Director General ICMR, New Delhi	Chairperson
2	Dr. Malabika Roy Sr. Dy. Director, ICMR, New Delhi	Public Health Expert (Member)
3	Dr. Ganesh Narayan Saxena Retd. Professor, SMS Medical College and Hospital, Jaipur	Public Health Expert (Member)
4	Dr. Suresh Joshi Professor, IIHMR University, Jaipur	Public Health Expert (Member)
5	Mr. M.M. Ranjan Senior Advocate, Rajasthan High Court, Jaipur	Legal Expert (Member)
6	Dr Rajeshwari Gupta Retd Professor, SMS Medical College and Hospital, Jaipur	Gynecologist/ Maternal Health (Member)
7	Dr. Barun Kanjilal Professor, IIHMR University, Jaipur	Economist (Member)
8	Dr. Maj (Retd.) Vinod Kumar SV Associate Professor, IIHMR University, Jaipur	Public Health Expert (Member)
9	Dr Saurabh Kumar Assistant Professor, IIHMR University, Jaipur	Pharmaceutical Sciences (Member)
10	Dr. Kamaljit Yadav Subodh Public School, Sanganer, Jaipur	Layperson (Member)
11	Mr. Azeem ur Rehman General Manager-Coordination, Bhoruka Charitable Trust, Jaipur	NGO Representative (Member)

S.No.	Names	Position
12	Mr Rahul Sharma Assistant Professor, IIHMR University, Jaipur	Pharmaco Vigilance (Member)
13	Dean (Research) IIHMR University, Jaipur	Ex-officio
14	Dr Nutan P. Jain Professor, IIHMR University, Jaipur	Member Secretary

In the year 2015-16, the reconstituted committee held its first meeting on June 20, 2015 wherein 15 research proposals/ studies were considered by the committee. The second meeting of the committee was held on September 19, 2015 wherein 11 research proposals were examined by the committee. The committee met third time on December 29, 2015 and considered five proposals. The fourth meeting of the committee was scheduled on March 19, 2016 but owing to some unavoidable circumstances the committee postponed to April 2, 2016. The committee also looks into the doctoral research work being carried out under the guidance of the University faculty.

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:

S.No.	Name	Position
1	Dr. Ashok Agarwal, Professor, International Institute of Health Management Research, Delhi	Chairman
2	Dr. Dinesh Agarwal, Director, IPE Global	Member
3	Dr. H. Dwivedi, Podar Institute of Management, Jaipur	Member
4	Ms. Andrea, Scientist, Johns Hopkins University, Baltimore, USA	Member
5	Dr. Tanjul Saxena, IIHMR University, Jaipur	Member
6	Bajrang Lal Sharma, Registrar, IIHMR University, Jaipur	Convener

During the year 2015-16 the academic audit committee held its first meeting on December 16, 2015. In this meeting the committee members were acquainted with the various processes involved in delivery of academic programmes, research and capacity building. The committee was also appraised with the provision of the IIHMR University Act, organization structure and status of regulatory approvals. The second meeting of the committee was held on February 22, 2016 wherein the committee visited the academic, examination, HR and finance cell of the University and also went to the library, hostels and laboratories. The committee interacted with the faculty members, research officers, students and the support staff of the University. The minutes of the meetings were shared with the members of the committee and faculty members.

Internal Quality Assurance Cell

The IIHMR University relentlessly strives towards achieving excellence in research, academics and capacity building related to Health Management through institutionalized quality control processes. In pursuance of the instructions given by the Expert Committee of the University Grants Commission, the University hereby establishes an Internal Quality Assurance Cell (IQUAC).

Right from its inception the Internal Quality Assurance cell will be a part of the University framework and it will develop a system for uninterrupted, conscious, consistent and catalytic improvement in the performance of core activities of the University. The Cell will work as an agent of change in the University and will improve academic, research, training and administrative capabilities of the University.

Functions

- i. The Internal Quality Assurance Cell (IQAC) will be responsible for development and application of quality benchmarks for various academic, research, training, administrative and financial activities of the University.
- ii. It will be instrumental in dissemination of information on various quality parameters of higher education.
- iii. It will take care of documentation of the all the programmes/activities of the University leading to quality improvement.
- iv. The cell will help in organizing workshops, seminars on quality related themes and promotion of quality circles.
- v. It will establish mechanism to take independent feedback responses from students, parents and other stakeholders on various quality-related processes like admissions, curriculum design, teaching, evaluation, writing research proposals etc.
- vi. It will ensure documentation of the various programmes/ activities leading to quality improvement.
- vii. It will work as nodal agency of the University for All Quality - related activities.
- viii. It will facilitate the creation of a learner-centric environment conducive for quality education and faculty maturation to adopt the required knowledge and technology for participatory teaching and learning process.

Organizational Structure

The IQAC will be headed by the President of the university. In supersession of the notification dated May 25, 2015 now the cell will have the following members:

Internal Members

S.No.	Name of the person	Organization	Contact details
1	Dr. A.K. Kaushik Dean Academics and student affairs	IIHMR University, Jaipur	E-mail : ashokkaushik@iihmr.edu.in (O) 0141-3924700 Ext. 705
2	Dr. D.K. Mangal Professor & Dean(Research)	IIHMR University, Jaipur	E-mail : mangalchk@iihmr.edu.in (M) 9967714621; 9829122377 (O) 0141-3924700 Ext. 725
3	Dr. P.R. Sodani Prof and Dean (Training)	IIHMR University, Jaipur	E-mai : sodani@iihmr.edu.in (M) 7726851598; 9829120956 (O) 0141-3924700 Ext. 706

S.No.	Name of the person	Organization	Contact details
4.	Dr. Suresh Joshi Professor	IIHMR University, Jaipur	E-mail : sjoshi@iihmr.edu.in (M) 9887464000 (O) 0141-3924700 Ext. 731
5	Dr. Barun Kanjilal Professor	IIHMR University, Jaipur	E-mail : barun@iihmr.edu.in (M) 9828338326 (O) 0141-3924700 Ext. 742
6	Dr. N.K. Gurbani Professor	IIHMR University, Jaipur	E-mail : nirmal@iihmr.edu.in (M) 9424522696 (O) 0141-3924700 Ext. 715
7	Dr. Monika Choudhary Associate Professor	IIHMR University, Jaipur	E-mail : monika@iihmr.edu.in (M) 9829139992 (O) 0141-3924700 Ext. 752
8	Dr. Alok Mathur Associate Professor	IIHMR University, Jaipur	E-mail : akmathur@iihmr.edu.in (R) 0141-2709554 (O) 0141-3924700 Ext. 741
9	Dr. V.P. Raghuvanshi Assistant Professor	IIHMR University, Jaipur	E-mail : vpraghuvanshi@iihmr.edu.in (M) 9982000025 (O) 0141-3924700 Ext. 561
10	Dr. Sourabh Kumar Assistant Professor	IIHMR University, Jaipur	E-mail : saurabh@iihmr.edu.in (M) 8890398067 (O) 0141-3924700 Ext. 710
11	Dr. Bajrang Lal Sharma Registrar	IIHMR University, Jaipur	E-mail : registrar@iihmr.edu.in (M) 94140050702 (O) 0141-3924700 Ext. 782
12	Shri Deepak Agarwal CFAO	IIHMR University, Jaipur	E-mail : deepak@iihmr.org (M) 9314422014 (O) 0141-3924700 Ext. 752
13	Shri Hem K. Bhargava Deputy Registrar (Acad.)	IIHMR University, Jaipur	E-mail : hkb@iihmr.edu.in (M) 9314422015 (O) 0141-3924700 Ext. 730
14	Shri Neeraj Srivastava Deputy Registrar (Adm.)	IIHMR University, Jaipur	E-mail : neeraj@iihmr.edu.in (M) 9314944490 (O) 0141-3924700 Ext. 726

External Members

S.No.	Name of the person	Organization	Contact details
1	Dr. Vikas Ben Desai Emeritus Professor	Community Medicine Medical College, Surat	E-mail: psmvikas@hotmail.com (M) 09825117259

S.No.	Name of the person	Organization	Contact details
2	Dr. A.K. Khokhar Professor	IIHMR, New Delhi	E-mail : akkhokhar@iihmr.org (M) 09818007543 (O) 011-30418900; 45795308
3	Dr. Usha Manjunath Professor	IHMR, Bangalore	E-mail : usha@iihmr.org (M) 09945268876 (O) 080-30533800
4	Shri Vivek Padgaonkar Director	Organization of Pharmaceutical Producers of India Ganapat Rao Kadam Marg Lower Parel, Mumbai-400 013	E-mail : vmpadgaonkar@yahoo.co.in (M) - (O) 22 2491 8123, 2486

In the year 2015-16, the first meeting of the IQAC was held on December 23, 2015 wherein the cell examined the processes and procedures involved in academic, research and training activities; creating resource facility and management systems; financial management and stakeholders' feedback. The Second meeting of the cell was held on February 29, 2016. The Committee shared the vision with the Deans and managers that the procedures should be developed in light of the National Assessment and Accreditation Council (NAAC) requirements. the committee suggested the Deans and managers of the support facility that the University should ensure that all the processes of the core and support activities have their Standardized Operational procedures (SOPs) prepared and put in practice.

Industry Academia interaction Cell

The IIHMR University is primarily a Research University and it strives to integrate research, academics and trainings with ever dynamic needs of the industry. The University always considered it vital to bridge the gap between knowledge creation and its application in industry for larger public good. In order to create perfect synergies in the core activities of the University and the industry through mutual cooperation amongst faculty members, industrialists, researchers, trainers, managers and policy makers; a cell is hereby created in the University. The Cell will be called as University-Industry interaction cell which will be committed to work as a catalyst for promoting interface between academia and industry.

Objectives of the cell

- i. to promote dialogue based on mutual cooperation between the various schools of the University and the Industry (Hospitals, Pharmaceutical companies, National/ International nonprofit organizations, Governments, Corporate etc.)
- ii. to forge durable alliances with different industrial organizations on knowledge sharing, capacity building and research needs.
- iii. to engage various schools of the University in research projects, writing research projects, organizing workshops, case studies, management development programmes, conferences, consultancies that are industry specific and helping the schools to connect with the Industry.
- iv. to interact with the industry and their associates to explore the possibility of application of research and knowledge created by the University in the industry.
- v. to enter in to collaborations with Universities, Corporate hospitals, National and International NGOs, Pharmaceutical Companies, overnments for furtherance and sharing of the core strengths of the University.

- vi. to Fine tune the process of designing Academic curricula, training programmes and research projects to conform to the changing needs of the industry while ensuring representation of the Industry in various forums; to equip students with all necessary skills required by the job market and facilitating students for placements.

Organizational Structure

The University- Industry interaction cell has been created by the University to build sustainable networking with the industrial world. The cell will work under the close supervision of a high powered committee under the chairmanship of the President of the University. The Committee shall meet at least once in six months. The committee was constituted initially on May 25, 2015. In supersession of the earlier order dated May 25, 2015 the committee is being re-constituted as under:

Internal Members

S.No.	Name of the person	Organization	Contact details
1	Dr. S.D. Gupta President	IIHMR University, Jaipur	E-mail : sdgupta@iihmr.edu.in (M) 9929112495 (O) 3924700 Ext. 711
-	Dr. Ashok Kaushik Professor & Dean (Academic & Students Affairs)	IIHMR University, Jaipur	E-mail : ashokkaushik@iihmr.edu.in (M) 9649906976 (O) 3924700 Ext. 705
2	Dr. P.R. Sodani Professor & Dean (Training)	IIHMR University, Jaipur	E-mail : sodani@iihmr.edu.in (M) 7726851598; 9829120956 (O) 3924700 Ext. 706
3	Dr. D.K. Mangal Professor & Dean (Research)	IIHMR University, Jaipur	E-mail : mangaldk@iihmr.edu.in (M) 9967714621; 9829122377 (O) 3924700 Ext. 725
4	Dr. Nirmal Kumar Gurbani Professor	IIHMR University, Jaipur	E-mail : nirmal@iihmr.edu.in (M) 9414522696 (O) 3924700 Ext. 715
5	Dr. Anoop Khanna -	IIHMR University, Jaipur	E-mail : anoop@iihmr.edu.in (M) 9828312938 (O) 0141-3924700 Ext. 736
6	Mr. H.K. Bhargava Dy. Registrar (Acad.)	IIHMR University, Jaipur	E-mail : hkbhargava@iihmr.edu.in (M) 9314422015 (O) 0141-3924700 Ext.

External Members

S.No.	Name of the person	Organization	Contact details
1	Shri Rakesh Mehta Senior Vice President	Sun Pharmaceutical Industries Ltd Acme Plaza, Andher- Kurla Road, Andheri (E), Mumbai-400 059	E-mail : rakeshmlmehta@gmail.com (O) 022-42244224; 66969696
2	Shri Sudarshan Jain Managing Director	Abbott Healthcare Pvt. Ltd. 1st Floor, D Mart Building, Goregaon – Mulund Link Road Mulund (W), Mumbai-400 080	E-mail : sudarshan.jain@abbott.com (M) 09820184258 Tel +91 22 3953 7094
3	Dr. Ram Narain Executive Director	Kokilaben Dhirubhai Ambani Hospital and Medical Research Institute, Four Bungalows, Andheri (W), Mumbai-400 053	E-mail : ram.narain@relianceada.com (M) 9322264637 (O) 22-3099-9999
4	Dr. Gayatri Mahendru Executive Director	NABH IIInd floor, Institute of Engineering Building, Bhadur Shah Jafar Marg, New Delhi	E-mail : director@nabh.co (M) 09810718107 (O) 011-23323416-20 Ext. 229
5	Dr. Sanjeev Kumar Director	NHRC, MOHFW, New Delhi	E-mail : sanjeev.kumar@nhsrcindia.org (O) 011-26108982
6	Dr. D K Sharma Medical Superintendent	AIIMS, Ansari Nagar, New Delhi-110 029	E-mail : ms@aiims.ac.in (O) 011-26584700
7	Mr. Prateem Tamboli Head - Administration	Fortis Escorts Hospital J.L.N. Marg, Malviya Nagar, Jaipur-302017	E-mail : prateem.tamboli@fortishealthcare.com (M) 9928376400
8	Mr. Arunesh Punetha Zonal Director	NH Narayana Multispecialty Hospital, Sector - 28, Kumbha Marg, Pratap Nagar, Jaipur-302033	E-mail : arunesh.punetha@nhhospitals.org (M) 08696934747
9	Dr. Amit Chatterjee Technical Director	KPMG Building No. 10, 8th Floor, Tower B & C, DLF Cyber City, Phase II, Gurgaon, Haryana-122 002	E-mail : amit chatterjee@kpmg.com (O) +91 124 3074 732 (M) 91 98103 03899
10	Mr. Ashok Varma Executive Director	Price water house Coopers Kolkata Area, India	E-mail : ashok.varma@in.pwc.com (M) 09830913014
11	Dr. Vivek Desai -	HOSMAC India Pvt. Ltd. 120, Udyog Bhawan, Sonawala Road, Goregaon (E) Mumbai 400063	E-mail : vivek.desai@hosmac.com (M) 09820138685 (O) 022-67237000

S.No.	Name of the person	Organization	Contact details
12	Mr. Gulshan Baweja Founder & CEO	YUVA Healthcare Institute of Advanced Skills, Plot 34, Sector 44, Gurgaon, Haryana-122003	E-mail : gulshan@yuvahealthcare.org (M) 09910704455
13	Dr. Saif Ghondekar Head - Healthcare (Corporate Retail)	Reliance General Insurance Co. Ltd., 5th Floor, Chintamani Avenue, Next to Virvani Industrial Estate, W.exp. Highway, Goregaon (E), Mumbai-400063	E-mail : saif.gondekar@relianceada.com (M) 09022935397
14	Mr. Bijender Vats Director - HR	Organon (India) Ltd. (Merck and Company, USA) MSD India, Platina, 8th Floor, C-59 G- Block BKC, Bandra (E), Mumbai-400 098	E-mail : bijender.vats@merck.com (M) 09004062633 (O) 022-67892355
15	Mr. Ayanabh Deb Gupta Director	Medical Super Specialty Hospital 127, Mukundapur, EM Bypass, Kolkata-700099	E-mail : ayanabh.debgupta@medicasynergie.in (M) 09831596005
16	Mr. Suhas V. Aradhye General Manager	Wockhardt Hospitals Limited Mulund, Goregaon Link Road, Mumbai-400078	E-mail : suhas.aradhye@wockhardthospitals.com (M) 09820366008
17	Dr. Rajeev Srivastava Dy. Director	Public Health & Family Welfare Department of Health Services 5th Floor, Satpura Bhawan Bhopal-462 004	E-mail : ddhrnhm@mp.gov.in (O) 074802020 (M) 09425303206
18	Dr. Dinesh Agarwal Director	Policy Lead, Health Nutrition and Disease Control, Knowledge Partnership Programme, IPE Global House, B-84, Defence Colony, New Delhi-110024	E-mail : dagarwal@ipeglobal.com; drdinesh52@gmail.com; ipe@ipeglobal.com (O) 11- 2433 9534
19	Dr. Kapil Garg Director	Business Strategy and Projects Paras Hospitals, C 1, Sushant Lok, Phase 1, Gurgaon, Haryana 122002, India	E-mail : kgarg@yahoo.com (O)124 4585650
20	Shri Rajendra Gupta Chairman	HIMSS, Asia Pacific India Chapter 102, Siddhir Vinayak, Plo No. 3, Sec. 14, Khanda Colony, New Panvel-West, Navi Mumbai-410206	E-mail : president@dmai.org.in (M) 09223344303

Terms of reference of the Committee

- i. The Committee will ensure efficient functioning of the cell through active participation of the industry representatives.
- ii. The Committee will be responsible for building relationships with eminent organizations of higher learning and industry.
- iii. The Committee will closely monitor the activities of the cell and see that the objectives of creation of the cell are achieved.
- iv. The committee has the mandate to identify appropriate organizations for long term collaborations/ partnerships.
- v. The Committee may invite persons from industry as special invitee and can visit the industrial organizations.
- vi. The Committee will prepare an annual report wherein the endeavours of the Cell during the year will be reported.

During the Year 2015-16 the University organized National Symposium on Industry-Academia Interaction on March 12, 2016 in Guntur (AP). The Theme of the Symposium was Future of the Pharmaceutical Industry vis a vis Pharmacy Education in India. The symposium was attended by the top management leaders working in the pharma industry and directors, principals of pharma educational institutions.

The University also takes feedback from the employers of the University students and alumni. The University considers the feedback of the industry while designing/reviewing curricula of academic programmes. The University delivers the academic programmes focusing on the skill sets required by the industry. Therefore the interaction with the industry has been found very useful and relevant.

Resources and Support facilities

The University has adequate human and physical resources 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 Members

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, includemedicine, demography, health, population sciences, Statistics, Management, rural development, health economics, Finance am 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 42. The ratio ct faculty to students was 1: 4 during the year. 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	11	32	43
No. of teachers with PhD. as the highest qualification	07	19	26
No. of teachers with M.Phil. as the highest qualification	0	02	02
No. of teachers with PG as the highest qualification	04	11	15

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:

Administrative Staff

Particulars	Female	Male	Total
Administrative Staff	02	12	14
Finance	01	08	09
Academics	06	05	11
Library	03	03	06
Training	01	02	03
Marketing	01	02	03
Sub Total	14	32	46

Technical Staff

Particulars	Female	Male	Total
Information Technology	01	13	14
Research	10	26	36
Sub Total	11	39	50
Grand Total	25	71	96

Library

Dr. D. A. Henderson Library and Documentation Centre

The IIHMR University Library and Documentation Centre has been dedicated by His Excellency Frank Wisier, the US Ambassador to India to 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 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

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 Managements 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.

Indiastate.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, PreQuest 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.

The dissertations, Summer Training reports and Capstone projects of MPH Students in full text are also available in the digital library.

The University spent Rs. 23.88 lacs for purchases of books and journals during the year 2015-16. The details of expenditure are as under:

S.No.	Particular	Numbers	Amount (Rs. in lacs)
1.	Books	748 (385)	3.63
2.	Journals	121+9=130	13.80
3.	e-database (Proquest, Jagate, Delnet, Indiastat)	4	6.27
4.	CDs	4	0.18

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 faculty 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 of the Library

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 & Third 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 need of the academic as well as administrative activities of the University. The center has adequate infrastructure and is working round the clock throughout the year. Besides providing support to the ongoing activities of the university 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, 90 laser printers, video conference facility, interactive class rooms, LCD Projectors, online UPS, email server, technically competent software and hardware professionals. The center is having cloud based campus agreement with Microsoft which allows using different Microsoft packages for academics. Apart from this center is also having statistical packages (SPSS, STATA, ATLAS. Ti), ARC GIS, 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 connecting nodes throughout the campus. Center is also outfitted with windows 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 (1:1) Lease line. Internet facility is made available to the staff, student 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 IT (DoT, Gol).

All the departments of the University 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 computers science in the domain of public Health.

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

Computer Labs

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	owing	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 in which is updated on weekly bass. The website comprehensively provides 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.

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 0 5'.9"

(f) Indoor Sports Facilities including
Gymnasium, Table Tennis, Carom & Chess Yes

(g) Health Centre Yes

Conferences and Symposiums

Pradanya, the annual conference

The annual conference “Pradanya 2015” was held from October 2-4, 2015 at Hotel Royal Orchid. The pre-conference was organised at the IIHMR University which includes two themes:

Pre-Conference Workshop Sessions

October 2, 2015 (Friday)

Road Safety

Road traffic accidents, besides the non-communicable diseases are also the leading cause of death globally. Nearly 3,400 people die on the world's roads every day. Tens of Millions of people are injured or disabled every year. India, along with other countries tops the global list of fatalities from road crashes. Rapid urbanization, motorization, lack of appropriate road engineering, poor awareness levels, nonexistent injury prevention programs, and poor enforcement of traffic laws has exacerbated the situation. Young people under the age of 25 are the main victims of road traffic crashes worldwide. More young people aged between 15-29 die from road crashes than from HIV/AIDs, Malaria, Tuberculosis or homicide. This means that road crashes are a serious threat to youth no matter where they are. 46% of road traffic deaths are pedestrians, cyclists and motorcyclists. 90% of road traffic deaths and injuries occur in low-income and middle-income countries which have only 48% of the registered vehicles. This raises the need for comprehensive road safety measures.

Speaker - Dr. Maya Tandon

Healthcare Governance

Healthcare is an integral operational component of a society. Good health indices reflect the strength and plethora of a society. Governance is increasingly seen as the basis for good practice, successful organizations and ethical behavior. Good governance is central to enhancing performance in any field and Healthcare system is no exception. Whether the health system is meeting its objectives or whether the resources are being used appropriately and if the priorities of the government are being implemented, all pertains to effective health governance. There are, however many issues and challenges which needs to be taken care off. The low healthcare expenditure by the government at the national level and underutilization of the resources has always remained an issue in Indian healthcare governance.

Speaker - Dr. Ravindra Karanjekar, Mr. Bijender Vats

The conference had various themes given as under and speakers were eminent personalities from different fields:

Conference Sessions

3rd and 4th October, 2015 (Saturday and Sunday)

UHC-Equity Lens : Increase Access, Affordability and Availability in Healthcare

Universal health care, sometimes referred to as universal health coverage, usually refers to a health care system which provides health care and financial protection towards healthcare to all citizens of a particular country. It is organized around providing a specified package of benefits to all members of a society with the end goal of providing

financial risk protection, improved access to health services, and improved health outcomes. Universal health care is not a one-size-fits-all concept and does not imply coverage for all people for everything.

Many people do not receive basic healthcare facilities when required and even if metro-healthcare facilities availed, many of them are forced to enter the BPL (Below Poverty Line) zone. There are many reasons which explain the troublesome question about the inability of the government to meet the UHC objectives. This creates a necessity of a 'roadmap' to the healthcare industry driving it towards UHC which in turn needs an equity lens to increase accessibility and availability with affordability. Thus bringing everyone to a common horizon from the healthcare perspective and thereby creating a healthy society.

Speaker - Dr. Irina Paipeva, Dr. Chandrakant Lahariya, Mr. Paul Francis

Chair - Dr. Gayatri Singh

Reducing Cost of Healthcare and Financing

Health care costs have been increasing at an indefensible rate in recent years. Therefore, making it unaffordable to the middle income class and especially the low income class to profit with the healthcare services. This creates the need for healthcare financing to reduce the cost of healthcare and thus reducing the burden from the destitute. RSBY (Rashtriya Swasthya Bima Yojana) is one such National health insurance scheme by the government of India for the Indian poor.

It is not only the healthcare seekers who are struggling with the increasing cost, but also the suppliers of healthcare face the issue of providing quality care with reduced cost. With the financial pressures that healthcare organizations are facing, many hospitals are using traditional cost cutting methods to save money by looking at layoffs and staff reductions. Many more hospitals, however, are finding ways to reduce costs through lean management methods that don't require layoffs and can improve quality for patients.

Speaker - Dr. Vivek Desai, Mr. Anirudha Chakravarty, Dr. Anoop Daga

Chair – Dr. Ravindra Karanjekar

Blue Oceans Strategy in Healthcare

“High quality at low cost – Value Innovation, the essence of Blue Ocean Strategy”. The cornerstone of Blue Ocean Strategy is value innovation, according to Layton, which creates unprecedented value for the customer while simultaneously creating high profits for the company. Blue Ocean Strategy describes a planning model for envisioning and forming successful new businesses. This strategy also applies to the healthcare sector.

The hospitals and nursing homes across towns and cities in India take many routes to bring about differentiation in their service offerings to retain and acquire patients. Blue Ocean Strategy is the most relevant and practical of frameworks that can be applied for hospitals in an Indian context under the threat of large or highly specialized hospitals. Applying Blue Ocean strategy can help the hospitals or any healthcare organization to focus on the big picture, increase demand for services, reduce cost and bring value innovation (high quality at low cost).

Speaker - Dr. Ram Narain, Dr. Saumitra Ghosh, Dr. Ashutosh Raghuvanshi, Dr. Anil Agarwal

Chair – Brig. S.K. Puri

Quality and Safety in Healthcare

Quality is a central issue in health care at present in our country. This is mainly due to the huge gap that still exists in demand-supply of healthcare services. There is an urgent need to build up capacity in Indian Healthcare Systems

on all fronts i.e. availability, accessibility, affordability and finally the quality. Indeed it could be said that quality is at the heart of medical practice. Whether you see patients at a hospital, private clinic, or other setting, time is often limited. In order to make a patient's visit efficient, a hospital needs to work on improving the quality of service delivery by all means. This should be a continuous process coupled along with safety in healthcare. Quality in healthcare is directly linked to patient safety and therefore it plays pivotal role in saving of human lives.

Quality management standards include series like ISO 9000, 14000, 18000 and 22000. In this segment we also cover quality tools like 5S, Kaizen, LEAN Health, Six Sigma, Balance Score Card etc. the government has laid down a framework in the form of NABH for quality governance of hospitals based on above standards.

Speaker - Dr. Satyajit Bose, Dr. K.K. Kalra, Dr. Saumitra Bharadwaj,

Chair – Dr. S.D. Gupta

Operations Management

Operations Management involves the planning, scheduling, and control of activities that transform inputs into finished goods and services. One reality that distinguishes operations management for the human service industry versus the manufacturing sector is that services cannot be inventoried. Health services must be provided “on demand” to the consumer. As the size of a healthcare organization or a hospital increases, the issues related to cost of medical treatments and quality of delivered care are likely to remain at the forefront. Proper management of health care operations is essential for achieving operational excellence which is one of the important ways of driving down costs of care while maintaining its desired quality. Operations management covers all the healthcare functions that allow efficient healthcare delivery.

Delivering high quality and affordable healthcare to all its citizens is a huge challenge and in order to overcome this, a sustainable management of all the operations is a prerequisite. The operations management includes materials management, use of technology and proper use of capital. Nevertheless, there arise issues and challenges which need to be addressed appropriately.

Speaker - Dr. Ravindra Karanjekar, Dr. Prateem Tamboli, Dr. Suresh Adwani

Chair – Dr. Vivek Desai

Drug Innovations and Patent Regime

Continuous innovation is one of the pharmaceutical industry's most defining characteristics. New medications can be crucial for maintaining the quality of human life, and may even affect its duration. The sales potential is staggering: the global pharmaceutical market is expected to reach \$1.1 trillion by 2015. The pressure to succeed is tremendous. Yet, pharmaceutical innovation is hardly an orderly, predictable process. It follows a technology-push model dependent on a meandering path of scientific breakthroughs with uneven timing and hard to foresee outcomes. Technological competency, decades of rigorous research, and profound understanding of unmet customer needs, while necessary, may prove insufficient for market success as the critical decision for commercialization remains outside the firm. Drug innovation as a business process requires savvy strategic, organizational, and managerial decisions. It is already enjoying intensive research coverage, giving rise to abundant but relatively dispersed knowledge of the mechanisms driving drug discovery and development. Because of its rich potential and high significance, research on drug innovation seems poised to gain increasing momentum in the years to come.

Speaker – Mr. Sundeep Kumar, Dr. Nanduri Srinivas, Mr. Vinay Sharma, Dr. Nirmal Kumar Gurbani

Chair – Brig. S.K. Puri

National symposium on Industry – Academia Interaction

March 12, 2016, Guntur, A.P

Theme of the Symposium : Future of the Pharmaceutical Industry vis a vis Pharmacy Education in India

The program started with Dr S K Puri Advisor, Student and academic affairs , IIHMR welcomed the gathering and the Chief Guest. He also gave an insight about the history, growth and capabilities of the IIHMR University. He also explained about the academics, training, projects and placements at IIHMR.

The program theme was explained to the delegates by Dr Suresh V. Chennupati, President, and Association of Pharmacy Professionals -AP state branch.

Dr S.D. Gupta, President of IIHMR University explained that most of the expenses incurred by common man in health care was for drugs and Pharmaceuticals. He also added that the disease burden with chronic diseases like diabetes, cancer, COPD, kidney disease and CAD is increasing and in the next 5-10 yrs, the drugs which would be used to treat these diseases would be costly. He also asked the Pharma Industry to get prepared for these challenges. On the other hand he also asked the B.Pharm and M.Pharm graduates to find the ways and means how they could be equipped to meet with these challenges and whether the Pharma graduates are aware these factors. He also told that in many cases the students coming out of Pharma schools does not have the basic knowledge of quality, cost of medicines and management of Pharmaceuticals. He also added that he felt the necessity of for an interface between Pharma Industry and IIHMR.

Dr T.V. Narayana , Vice President of IPA explained that current industry scenario and he also added that there would 5-10 lakh job opportunities would be available in the next 5-10 yrs for the Pharmacy graduates. He also added that syllabus should be updated to meet the present requirements of the Industry. He also explained about the policy decisions which are under consideration of the PCI to get implemented in the Pharmacy schools i.e every Institute should have an academic-Industry interaction cell. And the progress of the cell should be intimated every three months to the PCI.

Dr Nirmal Gurbani, Dean, School of Pharma Management, IIHMR delivered the thanks message for the dignitaries who participated in the Inagural seminar of the conference.

The technical session started with the Lecture of Mr Bijendar Vats, Director- Human resources, MSD, India who spoke on the subject "Winning in VUCA times" and he explained about the challenges and situations that a Pharma Industry faces and how the skill sets can be used to overcome the uncertain and ambiguous nature of the Industry. He also added that the students should acquire the skills sets to meet the challenges of the Industry.

Dr Ramana Murthy, Professor of Andhra University, Vizag explained that the present syllabus of B.Pharm is outdated and only focuses on theory and does not give practical skills. He also added that the Pharmacy programs of colleges should have the mission, vision, strategic goals, objective and Teaching assessments. He also explained the growing needs of the Pharma Industry in terms of skill sets such as IT, technology transfer, IPR should be imparted to the students.

Dr. Amitav Banerjee, Director-Marketing of Dr Reddys laboratories delivered a Lecture on Challenges and Opportunities in Pharmaceutical Industry. He explained about the current challenges for the Pharma Industry and he also told that if they are properly analysed in the right direction can be converted to opportunities. He also wanted the Pharma graduates to get empowered with managerial and technical skills to cope up with the challenges of the Pharma Industry.

Dr Chakrapani Ramesh, Professor, School of Pharma Management, IIHMR University summarized the proceeding of the symposium for the delegates.

The Event was organized by Dr Saurabh Baneerjee, Asst Professor , School of Pharma Management, IIHMR University and he also delivered the final vote of thanks.

The symposium ended with the high tea for the delegates.

The expert recommendations and outcomes of the National level symposium at Guntur on Industry- Academia interaction were

1. There is a growing need for Pharmacy graduates with Managerial and Technical skills to get employed by the Pharma Industry.
2. Existing Pharmacy curriculum should be updated to include recent needs of the Industry
3. The Ultimate goal of the Pharmacy graduates should be to produce quality medicines at affordable cost to the common man.
4. The experts also recommended a concept of finishing school in Pharmaceutical Management and they wanted IIHMR to develop a condensed or short term Management programme may be for one year, for the Post-graduates with M.Pharm that would help them to get employed and take up a managerial positions in Pharma Industry.

Finance and Accounts

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 Governments or any donor.

Accounting and Financial Procedures

The University prepared Accounting and Financial Procedures which were 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.

School wise Budgeting

The University has prepared its budget assuming each School as a separate unit. The Dean of the respective School had to plan about the resource generation through the core activities of the School. This year the KPMG team involved the faculty members and Deans of the respective School and helped them in preparation of the budget. The KPMG team oriented the Deans and faculty members on budget preparation. In previous years, the School of Pharmaceutical Management hardly had research activity under the School and the number of student admissions also plummeted to 13 last year. Now the School will make necessary effort to enhance its revenue generation through such activities which had no contribution earlier. Likewise, the School of Rural Management also had no students in the year 2014-15 and the number of students in 2015-16 could reach up to 07 only. The School had scarcely any revenue from research and training activity. The revenue from academic programme was also quite negligible. Now the Dean and faculty members will prepare their strategies for their resource management. The separate budgeting of the Schools has brought more accountability and awareness about the resource generation at the School level. This exercise will strengthen the self sustaining character of the University.

Financial Control and Audit

Finance and Accounts cell of the University is very prompt and efficient in managing the finance of the University. M/S M L Sharma and Company, the Chartered Accountancy firm has been appointed as the auditors of the University. The auditors meticulously undertake the auditing processes. The University also has a finance committee which periodically reviews monitors the revenue and expenditure trends. The audit is a perennial activity in the campus. The efficiency of the auditors may be adjudged on this fact that the audited Balance sheet for the year 2015-16 was made available by the end of the first week of April, 2016. The audited Balance Sheet along with the auditors' report and the Budget Estimates of the University for the year 2016-17 are given below :

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Other Reportable Activities

Visitors

Padam Vibhushan Prof. K. Kasturirangan's visit

Prof. Kasturirangan visited the IIHMR University on January 23, 2016. He addressed the faculty and students of the University. In his address he focused on telemedicine which is a unique facility given by space technology to the underserved rural areas. This upcoming application of space technology has immense potential to revolutionize the health care service delivery to masses living in remote areas. He viewed it as an affordable and speedy quality healthcare service for inaccessible areas. He stated that Rajasthan is one of the many states which is covered under this socially beneficial space application. He contended that the highly specialized services and new technologies in healthcare can be made accessible to the hospitals located in the distant parts of the country which are otherwise not served by such services.

Prof Kasturirangan emphasized that the telemedicine service can be used in the areas affected by natural calamities and creating awareness among public at large about health problems. It can be quite relevant for extension education and capacity building for doctors and paramedical staff. He also apprised the august gathering that the present Telemedicine network of ISRO provides coverage to 384 hospitals with 60 specialty hospitals connected to 306 remote/rural/district/medical college hospitals and 18 Mobile Telemedicine units. He further shared that the ISRO telemedicine units do cater services in diverse areas of general medicine, Radiology, Cardiology, Ophthalmology, Diabetology, Women and Child healthcare. While sharing the functional arrangement on availing the telemedicine service by the States, he clarified that ISRO supplies necessary software, hardware, communication equipment and also the satellite bandwidth whereas the state governments have to provide funds for their part of infrastructure, manpower and facility support.

Prof Kasturirangan further observed that Narayan Hrudayalaya was the first specialty hospital who spearheaded the telemedicine project in the country. The hospital kept close pace with the periodical changes in the telemedicine transmission protocols in association with ISRO and used the service in treating over 53000 patients located in distant places. He also added that when the internet facility has become ubiquitous, the telemedicine has become cost effective. Patients residing in far flung areas can be connected on skype with specialty hospitals for tele-consultation and treatment. Now many more hospitals are taking initiatives to reach out to patients living at remote locations.

Prof Kasturirangan while addressing the faculty and students of the University underlined the role of telemedicine in disease surveillance. He was of the considered view that it will be of great consequence in controlling the epidemics and spreading public awareness for prevention of diseases. Finally he explained the role of space technology in making the educational instructions accessible to the common man and in efficient management of disasters. He demystified space technology and the interactive session turned into a joyful learning.

After his address, the session was opened for discussion. The students and faculty members posed certain questions on making the space technology available to the underprivileged sections of society. His replies were very articulate, curt and convincing. His short association with the students and faculty of the IIHMR proved to be a great learning. Everybody felt touched and influenced by his warmth, simplicity and erudition. In the end; he also released IIHMR's "State of the Institute Report, 2015".

Dr. Michael J. Klag's Visit

Dr. Michael J Klag, Dean, Johns Hopkins Bloomberg School of Public Health, Baltimore, USA visited IIHMR University on October 15 - 16, 2015. The Johns Hopkins University (JHU) and IIHMR have been in long standing collaboration in the areas of research, education and capacity building. Since 2013-14, an academic programme called Master of Public Health is being offered by IIHMR University in collaboration with JHU. The degree of the programme is conferred jointly by both the Universities. The students are also taught by the faculty of JHU through internet facilities and in real class room situation when the students visit to the JHU.

Dr Klag had interaction with the faculty on October 16, 2015. He reviewed the admission process with the President, Dean and the course coordinator, MPH programme. He also talked to the MPH students and redressed their grievances related to the delivery of the program.

Dr. C. Chandramouli, Registrar General and Census Commissioner of India's visit

Dr C. Chandramouli, Registrar General and Census Commissioner of India visited the IIHMR University on January 21, 2016. He interacted with the faculty members and also participated in a workshop being conducted in the IIHMR University campus on civil registration and vital statistics. India has committed to achieve Universal Birth Registration and cent percent registration of institutional deaths by 2020; which has been christened as CRVS VISION 2020. In order to achieve these objectives of Vision 2020, the Office of Registrar General of India and UNICEF has entrusted IIHMR University, Jaipur to develop "National strategies for strengthening Civil Registration System and to formulate accelerated plan for low performing states". As part of this assignment, a group of senior experts had interacted with various central ministries in December 2015 and held a workshop with the chief registrars and directorate of census operations office representatives of the selected states in January 19-22, 2016. Dr Chandramouli, Registrar General of India graced the occasion and shared his thoughts on the way forward to develop the strategies

Dr. Naresh Dadhich, Former Vice Chancellor, Vardhman Open University

Dr. Naresh Dadhich, former vice Chancellor, Vardhman Mahaveer Open University, kota delivered a lecture on relevance of Gandhi in present times on October 02, 2015. He contended that the twenty-first century is the century of the common man, then we see that *Gandhi* has even more relevance in this age, and Gandhi will inspire generations to come fighting for goodness in the society. This is quite pervasive that *Gandhism* is under severe challenge in our own country. But it is not because there is certain inherent weakness in *Gandhian concept*, but it is because we have not seen in India strong leaders with the required courage and conviction to fight the evils in society. Dr. Dadhich concluded that Gandhian philosophy is a way of life and it is an experience leading to a meaningful and happy life. The faculty and students thoroughly enjoyed the lecture as it took them to various less known facets of Gandhi's life.

Shri Gopalan Balagopal's Lecture on nutrition

Shri Gopalan Balgopal is a former bureaucrat who served the UNICEF for more than two decades in African Countries and he is presently working in Wayanad district of Kerala on nutrition of children. His perspective on nutrition in children, refugees and tribals is evidence based and very relevant to implementation of ICDS and other projects on nutrition in the country. His power point presentation on implementation of ICDS was very thought provoking. He was of the view that nutrition to the child right from the mother's womb to first 1000 days significantly influences his/her mental and physical growth. He suggested a workable model based on community participation catering to the nutritional needs of the local children.

Dr. Christopher Taylor Barry, Liver transplant surgeon

Dr. Christopher Taylor Barry, MD, PhD, FACS, Transplant Consultant to the Government of Rajasthan and Advisory Board Member, MOHAN Foundation visited IIHMR University, Jaipur on 21st February. He delivered a lecture on Organ Donation. He shared with the faculty and students that how organ donations have become easier and how it can save and facilitate lives. He emphasized that a liver transplantation unit is not just a surgeon's surgical capabilities but it requires a multidisciplinary effort in the truest sense. He also believed that such common transplants like kidney, liver and pancreas are doable at the Medical College Hospitals.

Dr. Berry shared with the audience that India has great future in organ transplant activities looking to its population and progressive healthcare policies. He also appreciated the efforts of the Government for legislating supportive laws for organ donation and transplant.

Shri Sudarshan Jain's interaction with students and faculty members

Mr. Sudarshan Jain is the Managing Director, Healthcare Solutions; Abbott Healthcare interacted with the students and faculty member on the prevailing state of Volatility, Uncertainty, Complexity and Ambiguity in the business world. He also shared with the audience about the rationale of the Government's decision on Fixed Dose Drug Combinations (FDCs). He was of the view that the decision has far reaching consequences on the Pharma industry but is in larger public interest. He also discussed threadbare about the pricing mechanism of the drugs. He shared with the audience that how provisions of Right to Information Act are adversely affecting the drug pricing which was otherwise a monopolistic act with the managerial leadership. He was of the view that the RTI Act has ushered a new era of transparency and accountability in the Pharma industry. This is also pertinent to mention here that Shi S. Jain is member of the Board of Management (BOM) of the University. He brings industry perspective to the academic programme which is very central to the course delivery.

UGC Approval

The UGC Expert Committee visited the University on April 17-18, 2015 which was headed By Sabysa Sachi Basu Ray Choudhary, Vice Chancellor, Rabindra Bharati University, Kolkata. The committee submitted its detailed report to the UGC and in turn the UGC sent its observations/ recommendations to the University on May 21, 2015 for compliance. The University filed its comprehensive compliance report to the UGC on June 16, 2015; The UGC accepted the report and accorded its approval to the University on October 13, 2016. The website of the UGC also exhibits this status to IIHMR University under the caption Private Universities in Rajasthan State.

Transparency and Information Sharing

The University strongly believes in promotion of transparency and accountability. Therefore the University has exhibited the decisions of its governing structures, session plan, course curricula, faculty programmes, on its website. The information, relating to academic programmes, eligibility criteria of admission, fee structures, examinations, placements etc are already in public domain. Being a creation of the State legislature, the University is a public authority as defined under the Right to Information Act, 2005.

In pursuance of section of 4 of the Right to Information Act 2005, the University hereby appoints the following authorities to act as required under the provisions of the said Act;

Public Information Officer

Sh. Neeraj Srivastava
Dy. Registrar (Admin.)
IIHMR University, Jaipur 302029

Contact details:

Phone no. 0141-3924700 Extn. 726
e-mail: neeraj@iihmr.edu.in

Appellate Authority

Sh. Bajrang Lal Sharma
Registrar
IIHMR University, Jaipur 302029

Contact details:

Phone no. 0141-3924700 Extn.782
e-mail: registrar@iihmr.edu.in

The university is fully aware of its responsibility as a public authority and it practices transparency in its day to day working.

KPMG hand holding

The IIHMR Board took a decision to rope in KPMG India, a Swiss Cooperative consulting firm to guide the IIHMR in growth strategy and transformation. The KPMG, after having taken the feedback from all the stakeholders, initially submitted an interim report in May, 2015 and thereafter submitted the final report in the month of August, 2015. The KPMG has prepared a blue print on growth strategy and transformation of the IIHMR University for next five years.

The IIHMR also decided to have KPMG as a hand holding partner till March, 2016. Dr P R Sodani, Dean Training has been entrusted with the responsibility of Coordinator for implementation phase (Called *Utkarsh*) on the KPMG report. During the process of implementation, three initiative champions on the core activities- academics, research and training were given responsibility to lead the initiatives of the implementation phase. The academic initiative was led by Dr. A K. Kaushik, the research initiative was led by Dr. D.K. Mangal and the training initiative was led by Dr. P.R. Sodani. A steering Committee has also been constituted headed by Dr. S.D. Gupta, the president to monitor and review the progress of the implementation phase and so far four meetings of the Utkarsh steering committee have been held. During the KPMG hand holding period many decisions pertaining to leadership hiring, upgrading the infrastructure and capacity building were taken. The IIHMR University is taking necessary steps suggested by the KPMG.

Marketing Activities

In the beginning of the academic session 2015-16 a meeting to chalk out marketing strategy for admissions in academic year 2016-17 was held on July 30, 2015. In the meeting it was uniformly decided that various activities of three schools be promoted independently with their distinct strengths and specific identity. For Marketing of core activities of the three schools of the University- academic, research and training- Ad factor, a marketing agency was asked to continue their PR work in the academic session 2015-17 also. The University has developed its in-house digital marketing cell. Therefore it was decided in the beginning of the year that the Ad Factor will do PR work for the University and the digital work will be performed by the in-house digital team for admissions in the academic session 2016-17.

Very recently on March 12, 2016 a national Symposium on industry-academia interaction to discuss the future of Pharma industry-Pharma education in India was organized in Guntur (AP) wherein about 100 participants from Pharma industry and academia participated. There were very productive discussions on making the academic programme in Pharmaceutical Management more relevant to the industry.

Admissions in 3rd cohort of MPH and PhD

The third cohort of the Master of Public Health (MPH) Course, which is a collaborative programme with Johns Hopkins University, reported on October 08, 2015. In total 09 students reported to the programme. The details of the admission process in this prestigious academic programme have been shown in the presentation.

The admission process for the third cohort of PhD programme has been completed. The total no of applicants were 76 and out of this number, 20 candidates have been found eligible for admission. The Research Aptitude Test and interviews were conducted on February 5-6 2016. Besides this, 05 candidates have been selected from the in-house faculty and Research officers. The selected candidates have been asked to report on April 1, 2016 for the course work.

Enhanced pay Scales to University faculty and staff

The University has the obligation to pay its faculty and the support staff as per the UGC scales. The last revision of the scales was made in the year 2012. The University has been an ideal employer and it enjoys a close familial bond based on mutual trust with its faculty and staff. Therefore the University has proposed enhancement in the existing pay scales. The average enhancement in monthly salary package of faculty and staff comes to around 15%.

MOUs with other Universities/ organizations

The IIHMR has executed Memorandum of Understanding (MOU) with Quality Council of India (QCI)- National Accreditation Board for Hospitals and Healthcare providers, New Delhi on November 13, 2015. The purpose of this MOU is to establish the basis of coordination and collaboration in the conduct of research, training and promote quality and accreditation programmes in health sector. The objectives and scope of the MOU, inter alia will include that the NABH and IIHMR will jointly work in the area of healthcare Research in order to generate evidence based knowledge and publish research papers primarily focused in the Indian context. Research studies will also include leadership and transformational issues related NABH accreditation in India. The University has also signed MOU with National Health Systems Resource Centre (NHSRC) Furthermore; the University has also sent its approval to enter in to collaboration with University of Montreal, Canada and Curtin University, Perth, Australia. Both the MOUs are mutually for exchange of students, research collaborations and capacity building.

Convocation

The convocation of the University has been held on Sunday, June 05, 2016. Dr. Poonam Khetrapal Singh, Regional Director, WHO, South East Asia Region, New Delhi was the Chief Guest of the ceremony and Shri J. P. Gupta, Principal Secretary, Health, Government of Gujarat was the Guest of Honour. In total 129 students were conferred their degrees in the Convocation.. Out of 129 students, 115 students were conferred MBA degrees in Hospital and Health Management, 12 students were conferred MBA degrees in Pharmaceutical Management and 02 students were conferred the joint MPH Degree (IIHMR University and Johns Hopkins University). Three students of the MPH students will take their scrolls from the Johns Hopkins University, Baltimore campus in a USA.

Conclusion

This report has been prepared by the Board of Management of the University in accordance with Section 39 of the IIHMR University Act. The Board is closely supervising the core activities and affairs of the University. The Board is of the uniform view that the University is taking all necessary steps for achieving excellence in delivery of the postgraduate programmes, conducting quality research organizing capacity building. The Board has also ensured that the activities of the University are well within the ambit of the Act and Statutes made there under, Furthermore, the University is actively engaged in production of knowledge and its dissemination for larger public good.

