

From:
Sent:
To:
Cc:
Subject:

Goutam Sadhu <gsadhu@iihmr.edu.in>
29 October 2023 13:26
MBAHM 28; MBAPM 15; MBADM 3; IIHMRU Academics; Hitendra Singh Rathore; Shivani Arora
P. R. Sodani; IIHMR Registrar; Kirti Agarwal; Kajal Sitlani; S.P.Chattopadhyay; COE IIHMR
Select one course from second basket on value added course : Management Skill Lab

Dear Students,

We appreciate your active participation, enthusiasms and interest shown in the 1st value added course of language lab. Hope you all have a good learning on your 1st value added course. The feedback of the respective language faculty member was also very positive. Majority of the students have done good in their respective language course of English, Germany, French and Spanish.

Each of the course is of 8 days *6 hours=48 hours. All the language course of 48 hours has been completed on 27th October and after the class on 3rd November 2023 (Friday) French course will also going to be complete 48 hours.

All the students who have maintained at least 75% attendance and got minimum 50% marks will get the certificate on language course.

As you know your second basket on value added course is on Management Skill Lab. In the basket there are 6 different courses as follow in which you have to select any one of your choices.

Basket 2: Management Skill Lab (Coordinator: Dr. Kajal Sitlani)		
Sn	Course	Faculty
1	Personal Growth and Team Building	Dr. Tripti Bisawa
2	Lean Management	Dr. Susmit Jain
3	Digital and Social Media Marketing	Dr. Seema Mehta
4	Negotiation & Conflict Management Skills	Dr. Deepti Sharma
5	Investment Management	Dr. Rajesh Kothari
6	Soft Skill and Personality Traits	Dr. Kajal Sitlani

The second value added course will start from 8th December 2023. This course will be of 48 hours to be covered in 8 Friday.

Academic section and IT department will float the above course of Basket-2 in Coll poll on 30th October 2023 and you have to select any one course of your interest from Basket-2 till 1st November 5.30 pm.

It will not be possible to change your option once you select the course. Hence think twice and then select only one course of your interest.

Best Wishes to ALL.

Dr. Goutam Sadhu
Coordinator- Value Added Course

Dear Mr. Hitendra Singh Rathore, Head, IT, IIHMR University is requested to float the above basket of second value added course on 30th October 2023 in the coll-poll so that students could select the course of their choice from Basket-2 of Management Skill Lab.



Goutam Sadhu

Dr. Goutam Sadhu

Professor and Proctor, IIHMR University
and

Adjunct Faculty, Johns Hopkins University, USA

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MBA Hospital and Health Management
MBA Pharmaceutical Management
MBA Development Management

2023-24

Value Added Course

Management Skill Lab

Lean Management

Course Plan

1. Course Information

Course Title:	Lean Management
Course Code	VAC-007
Course Credit	Non Credit
Course Instructor	Dr. Susmit Jain
	Associate Professor, Institute of Health Management Research, IIHMR University, Jaipur. E: susmitjain@iihmr.edu.in

2. Program Outcome (PO)

- To provide exposure to the essential management skills that managers ought to possess to perform their duties efficiently.
- To assess current level of skill competence and knowledge and create corporate readiness of students
- To apply approaches, tools and techniques to improve the effectiveness at individual and organizational level.
- To enhance team building skills and leadership skills to analyze and take decisions.
- Develop a professional demeanor, contributing positively to workplace culture and leadership.
- Analyze and optimize processes to improve productivity, reduce costs, and enhance overall organizational performance.

3. Course Description

Lean Management focuses on reducing cycle time and waste in processes. The core principles of lean management include Pull, One Piece Flow, Takt & Zero Defects. Lean Enterprise originated from the Toyota Motor Corporation as the Toyota Production System (TPS) and increased in popularity after the 1973 energy crisis. Just-in-time production philosophies joined with Toyota Production System (TPS) which evolved into Lean. The approach advocates to eliminate or reduce non-value-adding operations that hold up the flow between operations and finding ways to reduce delays, transport, mistakes, defects, and other situations that stop the flow of patients. Wastes in the processes as per TPS include Transportation, Inventory, Motion, Waiting, Over-Production, Over-Processing, Defects, & underutilized talent. The 5 principles of Lean Healthcare Management include Standard work, Autonomation, JIT or Flow, PDCA (Deming cycle) & Socratic method. Some important lean tools include 5S, Value Stream Mapping, Kanban, Poke-Yoke, Kaizen etc. The first major implementation of Lean in healthcare industry was as Virginia Mason Medical Center in Seattle, Washington when they applied it as Virginia Mason Production System (VMPS) in 2002. It was implemented by production engineers from Toyota and the Boeing Aircraft Company. Major Achievements in VMPS included a decrease in patient wait to attain lab results, lowered Hospital costs, Increase in Productivity, Decrease in Staff walking distances, etc. The concept of Six Sigma was developed in the early 1980s at Motorola Corporation. Lean and Six Sigma have merged into Lean Six Sigma to capitalize on the best of both improvement philosophies and methodologies.

4. Course Objective

This course is designed to enable students to manage self, people and processes better. It aims at aiding students:

- To understand Lean Management
- To understand Just-in-Time for Healthcare
- To understand Standard Work for Lean Healthcare
- To understand Lean Layouts
- To understand Mistake Proofing for Lean Healthcare
- To understand 5S for Healthcare
- To introduce to Six Sigma and evolution of Lean Six Sigma

5. Course Outcome

After the course, students should be able to

CO 1	Understand Lean Management
CO 2	Understand Just-in-Time for Healthcare
CO 3	Understand Standard Work for Lean Healthcare
CO 4	Understand Lean Layouts
CO 5	Understand 5S for Healthcare
CO 6	Understand Mistake Proofing for Lean Healthcare
CO 7	Introduction to Six Sigma and evolution of Lean Six Sigma

6. Course Articulation Matrix (Interrelation between CO and PO):

Outcomes	CO 1	CO 2	CO 3	CO 4	CO 5	CO 6	CO 7
PO1	3	3	3	3	3	3	3
PO2	2	2	2	2	2	2	2
PO3	3	3	3	3	3	3	3
PO4	2	2	2	2	2	2	2
PO5	2	2	2	2	2	2	2
PO6	3	3	3	3	3	3	3

Note: Enter 1, 2 or 3 in the cell if the respective CO is related to the respective PO. Here,
 3 denotes **high** strength of correlation between CO and PO,
 2 denotes **medium** strength of correlation between CO and PO and
 1 denotes **weak** strength of correlation between CO and PO.

7. Course Pedagogy

The course will be covered by PPT, Discussions, Applications & Exercises in healthcare.

8. Course Requirement

Effective learning requires the active participation of students in class, and it is therefore desired that every student report to the class well-prepared to present and defend his/her ideas. Preparation for the class calls for pre-reading the topics/cases to be discussed later. Further, for meaningful discussion of the cases, the students must come ready with their case analysis identification, genesis of, and recommendations to resolve the problem(s).

9. Course Syllabus

Unit	Content/ Topics	CO	Bloom's Learning (BL) Levels
Unit 1	Lean Management: What is Lean? Industrial Origins of Lean Healthcare, Principles of Lean Healthcare Management.	CO 1	BL1, BL2
Unit 2	Just-in-Time for Healthcare: Introduction to Just-in-Time, Phases of Implementing JIT, Mapping Clinical Value Streams.	CO 2	BL1, BL2, BL3, BL4
Unit 3	Standard Work for Lean Healthcare: Standard Task, Standard Work Sequence, Standard Time, Stopwatch Time Studies, Standard Work Documentation.	CO 3	BL1, BL2, BL3, BL4
Unit 4	Lean Layouts: Type of layouts, systematic layout planning, Method of Minimizing Distances and Costs, Exercises.	CO 4	BL1, BL2, BL3, BL4
Unit 5	5S for Healthcare: Introduction and Overview, Five Pillars: Sort, Set in Order, Shine, Standardize & Sustain	CO 5	BL1, BL2, BL3, BL4
Unit 6	Mistake Proofing for Lean Healthcare: Elements of the Mistake-Proofing System, Examples of Poka-Yoke Applications. Kaizen Workshops for Lean Healthcare.	CO 6	BL1, BL2, BL3, BL4
Unit 7	Introduction to Six Sigma, Evolution of Lean Six Sigma, LSS project - five phases, Quality Tools for Successful Six Sigma Projects.	CO 7	BL1, BL2

Note: Please enter appropriate BL levels against each unit in the above table. The Bloom's Taxonomy Levels are as follows:

BL1: Remember
BL2: Understand
BL3: Apply
BL4: Analyse
BL5: Evaluate
BL6: Create

10. Course Policies

This course abides by the University's policies, which can be found in the Student Handbook. Please note the following:

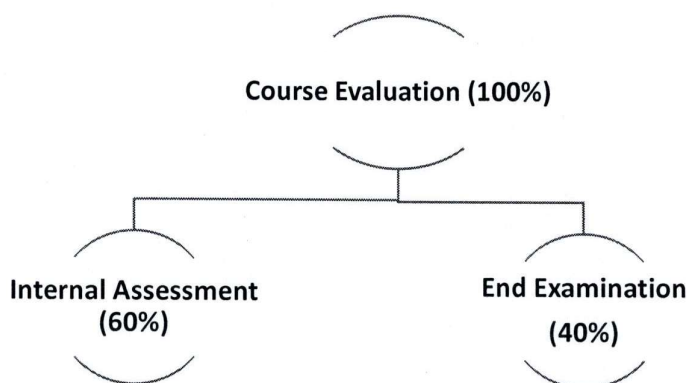
Attendance: Students must maintain a minimum attendance of 75% to be eligible to appear in the End-Term Examination of the course. Please refer to the student handbook for further details.

Email: Each student has an email id and a password provided by the University. Students will receive course-related information in this email. Students are advised to check this email for updates on the course regularly.

11. Course Assessment

Students' performance in the course will be evaluated by following two components, with 50% weightage to each component:

1. Internal Assessment (60%)
2. End Examination (40%)



Continuous Internal Assessment (CIA): The Continuous Internal Assessment will be of 60 % weightage (30 marks). The faculty will conduct the Continuous Internal Assessment of the students by using at least two methods of Assessment from the methods given below:

1. Home Assignments (Individual / Group)
2. Viva-Voce
3. Case Study
4. Review Paper

5. Group Work
6. Presentations
7. Model Development Role-Play
8. Rapid Fire Questions
9. Quiz
10. Class Assignments (Individual / Group)
11. Posters
12. Class Participation

End Examination (EE): It carries 40 % weightage, covering the full syllabus of the course. The end-term examination will be of a maximum of 20 marks.

12.CO and Assessment Alignment Matrix:

S. No.	Activity	CO1	CO2	CO3	CO4	CO5	CO6	CO7
1.	Home Assignments (Individual / Group)		√	√	√	√	√	√
2.	Viva-Voce		√	√	√	√	√	√
3.	Case Study							
4.	Review Paper							
5.	Group Work							
6.	Presentations		√	√	√	√	√	√
7.	Model Development Role-Play							
8.	Rapid Fire Questions							
9.	Quiz	√	√	√	√	√	√	√
10.	Class Assignments (Individual / Group)		√	√	√	√	√	√
11.	Posters							
12.	Class Participation		√	√	√	√	√	√
13.	Internal Assessment		√	√	√	√	√	√
14.	End Term Examination	√	√	√	√	√	√	√

Note: Please tick the relevant cell to show the respective alignment

13.Session Plan

The value added course will be conducted on Dec. 08,15,22,29, 2023, and Jan 05,12,19, 26, 2024. The details of the sessions are mentioned below.

Day/Date	Session	Topic/Contents	Pedagogy	Readings
Dec 08	FN & AN	Lean Management: Industrial Origins of Lean Healthcare, Principles of Lean Healthcare Management. Just-in-Time for lean healthcare.	PPT, Discussions, Quiz/Viva	PPT Handout
Dec 15	FN & AN	Phases in implementing Just-in-Time, Mapping Clinical Value Streams, Create Flow in lean healthcare.	PPT, Discussions, Quiz	PPT Handout
Dec 22	FN & AN	Standard Work for Lean Healthcare, Standard Task, Standard Work Sequence, Standard Time, Stopwatch Time Studies, Standard Work Documentation.	PPT, Discussions, Assignments, CIA	PPT Handout
Dec 29	FN & AN	Lean Layouts: Type of layouts, systematic layout planning, Method of Minimizing Distances and Costs, Exercises. Support techniques for JIT.	PPT, Discussions, Assignments	PPT Handout
Jan 05	FN & AN	5S for Healthcare: Introduction and Overview, Five Pillars: Sort, Set in Order, Shine, Standardize & Sustain. Quiz	PPT, Discussions, Assignments, CIA	PPT Handout
Jan 12	FN & AN	Mistake Proofing (Poka-Yoke) for Lean Healthcare: Elements of the Mistake-Proofing System, Examples of Poka-Yoke Applications. Kaizen Workshops for Lean Healthcare.	PPT, Discussions, Assignments, CIA, Quiz	PPT Handout
Jan 19	FN & AN	Introduction to Six Sigma, Evolution of Lean Six Sigma, LSS project - five phases, Quality Tools for Successful Six Sigma Projects. End Exam – 20 marks.	PPT, Discussions, Assignments.	PPT Handout
Jan 26	-	<i>Republic Day - Closed Holiday -</i> Home Assignments.	Assignments, CIA	

FN – Forenoon 10:00 AM – 11:15 AM, Break 11:15 AM – 11:30 AM, 11:30 – 12:30 PM
AN – Afternoon 2:30 PM – 3:30 PM, Break 3:45 PM – 4:00 PM, 4:00 PM – 5:00 PM Quiz, self learnings, readings.


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14. Readings

1. Fabrizio, T. (2006). *Lean healthcare-implementing 5S in lean or Six Sigma projects*. MCS Media, Inc.
2. Furterer, S. L. (2014). *Lean six sigma case studies in the healthcare enterprise*. Springer London.
3. Chatterjee, B. (2016). *Applying lean six sigma in the pharmaceutical industry*. Routledge.
4. Kadry, S. (2018). *Understanding six sigma: concepts, applications and challenges*. Nova Science Publishers.
5. Henderson, G. R. (2011). *Six Sigma quality improvement with MINITAB*. John Wiley & Sons.
6. Jackson, T. L. (2011). *Standard work for lean healthcare*. CRC Press.
7. Jackson, T. L. (2017). *5S for healthcare*. CRC Press.
8. Jackson, T. L. (2017). *Just-in-time for Healthcare*. CRC Press.
9. Jackson, T. L. (Ed.). (2012). *Kaizen workshops for lean healthcare*. CRC Press.
10. Ozcan, Y. A. (2017). *Analytics and decision support in health care operations management*. John Wiley & Sons.
11. Pochampally, K. K., & Gupta, S. M. (2014). *Six sigma case studies with Minitab®*. CRC Press.

Website resource:

<https://www.virginiamasoninstitute.org/what-is-vmmps-virginia-mason-production-system/>

Serial No.	Admission ID	Student Name	Program	Course	Batch	Period	Total Sessions	Total Present	Total Absent
1	IIHMR-U/01/2023-25/1815	Sana Shamol	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	26	6
2	IIHMR-U/01/2023-25/1747	Mayank Singh	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	22	10
3	IIHMR-U/01/2023-25/1741	Manesha Mohan	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	30	2
4	IIHMR-U/01/2023-25/1781	Prashansa Jain	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	15	17
5	IIHMR-U/01/2023-25/1736	Litty Anil	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	32	0
6	IIHMR-U/01/2023-25/1666	Agawane Vedashree Vinayak	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	2	30
7	IIHMR-U/01/2023-25/1849	Sonakshi jain	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	22	10
8	IIHMR-U/01/2023-25/1733	Kratika Naruka	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	21	11
9	IIHMR-U/01/2023-25/1737	M. Ayushee	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	21	11
10	IIHMR-U/01/2023-25/1676	Anika Nehra	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	16	16
11	IIHMR-U/01/2023-25/1802	Ronak Sharma	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	27	5
12	IIHMR-U/01/2023-25/1694	Bhalerao Sayali Anand	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	23	9
13	IIHMR-U/01/2023-25/1869	Tanvi .	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	25	7
14	IIHMR-U/01/2023-25/1662	Abhishek Tanwar	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	24	8
15	IIHMR-U/01/2023-25/1768	Nitish Chaudhri	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	25	7
16	IIHMR-U/01/2023-25/1758	Naik Niyati Nikunj	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	25	7
17	IIHMR-U/01/2023-25/1775	Panchal Vidhi Bipin	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	26	6
18	IIHMR-U/01/2023-25/1760	Nandita Sharma	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	23	9
19	IIHMR-U/01/2023-25/1870	Tanvi Singhvi	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	0	32
20	IIHMR-U/01/2023-25/1691	Ashok	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	26	6
21	IIHMR-U/01/2023-25/1835	Shivani Vinaybhai Mistry	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	12	20
22	IIHMR-U/01/2023-25/1882	Vemula Vyshnavi	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	8	24
23	IIHMR-U/01/2023-25/1692	Ayush Tiwari	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	28	4
24	IIHMR-U/01/2023-25/1661	Abhishek Panwar	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	23	9
25	IIHMR-U/01/2023-25/1689	Arunima Tah	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	12	20
26	IIHMR-U/01/2023-25/1818	Sarita .	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	28	4
27	IIHMR-U/01/2023-25/1843	Simran Chandwani	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	22	10
28	IIHMR-U/01/2023-25/1715	Harsh Yadav	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	31	1
29	IIHMR-U/01/2023-25/1714	Gursimran Kaur	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	23	9
30	IIHMR-U/01/2023-25/1826	Shalini Tripathi	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	25	7
31	IIHMR-U/01/2023-25/1872	Taruna Sharma	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	24	8
32	IIHMR-U/01/2023-25/1808	Sakshi Verma	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	28	4
33	IIHMR-U/01/2023-25/1734	Krishna P Menon	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	26	6
34	IIHMR-U/01/2023-25/1817	Sargam Peshin	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	27	5
35	IIHMR-U/01/2023-25/1742	Manika Tewari	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	15	17
36	IIHMR-U/01/2023-25/1829	Shilpa Mitra	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	21	11
37	IIHMR-U/01/2023-25/1854	Sreepriya P	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	23	9
38	IIHMR-U/01/2023-25/1664	Aditi Guglani	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	32	0
39	IIHMR-U/01/2023-25/1675	Anand Kaswan	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	22	10
40	IIHMR-U/01/2023-25/1749	Megha Gupta	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	2	30
41	IIHMR-U/01/2023-25/1681	Anubhav Singh	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	10	22
42	IIHMR-U/01/2023-25/1769	Nitish Gupta	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	15	17
43	IIHMR-U/01/2023-25/1822	Shameela Siddiqui	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	9	23
44	IIHMR-U/01/2023-25/1811	Samarth Gupta	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32		

Serial No.	Admission ID	Student Name	Program	Course	Batch	Period	Total Sessions	Total Present	Total Absent
45	IIHMR-U/01/2023-25/1730	Khushal Sharma	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	26	6
46	IIHMR-U/01/2023-25/1757	Nagar Prachi Natwarlal	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	27	5
47	IIHMR-U/01/2023-25/1774	Pallepati Aakanksha	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	0	32
48	IIHMR-U/01/2023-25/1861	Surbhi Sharma	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	0	32
49	IIHMR-U/01/2023-25/1688	Arshia Chopra	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	24	8
50	IIHMR-U/01/2023-25/1809	Saloni Dhaka	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	26	6
51	IIHMR-U/01/2023-25/1820	Saumya Kaushal	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	26	6
52	IIHMR-U/01/2023-25/1787	Rahul Mewara	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	24	8
53	IIHMR-U/01/2023-25/1683	Anurag Chakraborty	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	24	8
54	IIHMR-U/01/2023-25/1682	Anupriya Kumari	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	31	1
55	IIHMR-U/01/2023-25/1704	Disha Kumari	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	30	2
56	IIHMR-U/01/2023-25/1725	Kale Siddhartha Pravin	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	26	6
57	IIHMR-U/01/2023-25/1678	Ankit Bhonsle	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	32	0
58	IIHMR-U/01/2023-25/1864	Tanish Jain	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	1	31
59	IIHMR-U/01/2023-25/1696	Bhavika Gulati	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	18	14
60	IIHMR-U/01/2023-25/1850	Sonam Kumari	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	24	8
61	IIHMR-U/01/2023-25/1721	Ishta Mondal	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	14	18
62	IIHMR-U/01/2023-25/1679	Ankit Jangir	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	0	32
63	IIHMR-U/01/2023-25/1690	Ashmin Pattanaik	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	1	31
64	IIHMR-U/01/2023-25/1748	Mayuree Rahangdale	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	14	18
65	IIHMR-U/01/2023-25/1669	Aishwarya Suresh	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	27	5
66	IIHMR-U/01/2023-25/1785	Purva Mathur	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	26	6
67	IIHMR-U/01/2023-25/1799	Riya Gupta	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	22	10
68	IIHMR-U/01/2023-25/1667	Ahmad Saniya Jameel	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	3	29
69	IIHMR-U/01/2023-25/1783	Prateek Kasana	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	24	8
70	IIHMR-U/01/2023-25/1684	Anushka Bansal	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	21	11
71	IIHMR-U/01/2023-25/1810	Saloni Sharma	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	24	8
72	IIHMR-U/01/2023-25/1668	Aishwarya Pundir	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	32	0
73	IIHMR-U/01/2023-25/1753	More Sidhi Santosh	MBA (Hospital and Health Management)	Lean Management	28 Batch (2023-25)	Term-2	32	17	15
74	IIHMR-U/02/2023-25/0471	Abhishek Tyagi	MBA (Pharmaceutical Management)	Lean Management	15 Batch (2023-25)	Term-2	32	3	29
75	IIHMR-U/02/2023-25/0521	Konatham Gowtham Kumar	MBA (Pharmaceutical Management)	Lean Management	15 Batch (2023-25)	Term-2	32	2	30
76	IIHMR-U/02/2023-25/0502	Gaikwad Deepesh Dhananjay	MBA (Pharmaceutical Management)	Lean Management	15 Batch (2023-25)	Term-2	32	31	1
77	IIHMR-U/02/2023-25/0476	Akshit Singla	MBA (Pharmaceutical Management)	Lean Management	15 Batch (2023-25)	Term-2	32	19	13
78	IIHMR-U/02/2023-25/0525	Vaibhavi Anant Manore	MBA (Pharmaceutical Management)	Lean Management	15 Batch (2023-25)	Term-2	32	25	7
79	IIHMR-U/02/2023-25/0577	Shruti Shukla	MBA (Pharmaceutical Management)	Lean Management	15 Batch (2023-25)	Term-2	32	23	9
80	IIHMR-U/02/2023-25/0513	Jadhav Yash Sanjayrao	MBA (Pharmaceutical Management)	Lean Management	15 Batch (2023-25)	Term-2	32	0	32
81	IIHMR-U/02/2023-25/0535	Harshawardhan Udaykumar Nalwadey	MBA (Pharmaceutical Management)	Lean Management	15 Batch (2023-25)	Term-2	32	0	32
82	IIHMR-U/02/2023-25/0569	Sarda Yash Manoj	MBA (Pharmaceutical Management)	Lean Management	15 Batch (2023-25)	Term-2	32	2	30
83	IIHMR-U/02/2023-25/0552	Pushpraj Patel	MBA (Pharmaceutical Management)	Lean Management	15 Batch (2023-25)	Term-2	32	25	7
84	IIHMR-U/02/2023-25/0498	Divyanshu Bhandari	MBA (Pharmaceutical Management)	Lean Management	15 Batch (2023-25)	Term-2	32	0	32
85	IIHMR-U/02/2023-25/0518	Hitisha Avinash Kadu	MBA (Pharmaceutical Management)	Lean Management	15 Batch (2023-25)	Term-2	32	19	13
86	IIHMR-U/02/2023-25/0479	Anjali Agarwal	MBA (Pharmaceutical Management)	Lean Management	15 Batch (2023-25)	Term-2	32	21	11
87	IIHMR-U/02/2023-25/0472	Adarsh Kale	MBA (Pharmaceutical Management)	Lean Management	15 Batch (2023-25)	Term-2	32	0	32



Certification of Completion

This certifies that

Abhishek Panwar

Master of Business Administration (Hospital and Health Management)

2023-25

has successfully completed Value Added Course (VAC) on

Lean Management

Conducted during **December 2023-January 2024**, accumulating a total of 48 hours

with Grade O

Dr. Goutam Sadhu

Professor and Coordinator (VAC)

Date of issue: May 31, 2024

Dr. P.R. Sodani

President

Registrar
The IIHMR University
1, Prabhu Dayal Marg
Near Sangner Airport, Jaipur-302029



Certification of Completion

This certifies that

Abhishek Tanwar

Master of Business Administration (Hospital and Health Management)

2023-25

has successfully completed Value Added Course (VAC) on

Lean Management

Conducted during **December 2023-January 2024**, accumulating a total of 48 hours
with **Grade O**

Dr. Goutam Sadhu
Professor and Coordinator (VAC)

Dr. P.R. Sodani
President

Date of issue: May 31, 2024

Registrar
The IIHMR University
1, Prabhu Dayal Marg
Near Sanganer Airport, Jaipur-302029



Certification of Completion

This certifies that

Aditi Guglani

Master of Business Administration (Hospital and Health Management)

2023-25

has successfully completed Value Added Course (VAC) on

Lean Management

Conducted during **December 2023-January 2024**, accumulating a total of 48 hours
with **Grade B+**

Dr. Goutam Sadhu
Professor and Coordinator (VAC)

Dr. P.R. Sodani
President

Date of issue: May 31, 2024

Registrar
The IIHMR University
1, Prabhu Davel Marg
Near Sangner Airport, Jaipur - 302029



Certification of Completion

This certifies that

Agawane Vedashree Vinayak

Master of Business Administration (Hospital and Health Management)

2023-25

has successfully completed Value Added Course (VAC) on

Lean Management

Conducted during **December 2023-January 2024**, accumulating a total of 48 hours
with **Grade B+**

Dr. Goutam Sadhu
Professor and Coordinator (VAC)

Dr. P.R. Sodani
President

Date of issue: May 31, 2024



Certification of Completion

This certifies that

Ahmad Saniya Jameel

Master of Business Administration (Hospital and Health Management)

2023-25

has successfully completed Value Added Course (VAC) on

Lean Management

Conducted during **December 2023-January 2024**, accumulating a total of 48 hours
with **Grade B+**

Dr. Goutam Sadhu
Professor and Coordinator (VAC)

Dr. P.R. Sodani
President

Date of issue: May 31, 2024