

CIRCULAR

From: IIHMRU Academics
Sent: 22 November 2024 03:59 PM
To: MBA HM -29; MBA PM -16; MBA HA - 01; MBA DM -04
Cc: Himadri Sinha; Sanjay Gupta; Saurabh Kumar; Dr. Suresh Munuswamy; IIHMR Registrar; Hitendra Singh Rathore
Subject: MBA first Year: Value Added Course (VAC) Selection and Schedule

Dear Students,

We are pleased to announce that Value Added Courses (VAC) for MBA first-year students will run from **January 4, 2025**.

Please find key details below:

Schedule and Credits

- **Class Dates:** First and third Saturdays — January 4, January 18, February 1, March 1 and March 15, 2025.
- **Credits:** Each course is worth 1.5 credits, which will be added to your credit bank as additional credit apart from regular MBA credit courses.

Assessment Structure

- **Continuous Assessment:** 30%
- **Mid-term Test:** 20%
- **End-term Exam:** 50%

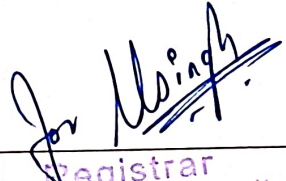
VAC Course Options

Sl. No.	Value Added Course	Faculty
1.	Data analysis for managerial decisions using SPSS	Dr. Arindam Das
2.	Just-in-Time & Lean Healthcare Management	Dr. Susmit Jain
3.	Strategies for Conflict Resolution and Negotiation.	Dr. Deepti Sharma
4.	Structured Database Management system	Dr. Ritu Vashistha
5.	HR Analytics	Dr. Kajal Sitlani
6.	Spanish Language	Ms. Ruchi Kaushik
7.	German Language	Mr. Dilip Kuma
8.	French Language	Ms. Reema Singhani

Important Notes

- **Selection Window:** Opens on **Monday, November 25, 2024 at 1 PM** and closes on **Thursday, November 28, 2024 at 4 PM**. Please select one course of interest.
- **Attendance Requirement:** Minimum 75% attendance is mandatory.
- **No Course Changes Allowed:** Once chosen, course selection cannot be altered

Best regards, Academic Office


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

Course Title	Course Code	Duration of Course	Academic Year
Just-in-Time & Lean Healthcare Management	VAC-020	35 Hours	2024-25



**MBA Hospital and Health Management
MBA Pharmaceutical Management MBA
Healthcare Analytics**

**First Year
(Batch:2024 - 2026)**

Value Added Course

Course Plan

**Just-in-Time & Lean Healthcare
Management**



1. Course Information

Course Title:	Just-in-Time & Lean Healthcare Management
Course Code	VAC
Course Credit	1.5
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

Value added courses are offered to the students to enhance their skill, professional acumen and dexterity.

Just-in-time (JIT) and Lean healthcare is an approach to eliminate waste from processes, serve patients more effectively, improve access, and reduce costs. It is an important management skill and employment-oriented value added course focussing on improving quality and productivity. *Just-in-time means producing the quality services patients require—when they need them, where they need them, and in just the amount they need.* It is a core element of Lean production system. The core principles of JIT include the concept of *flow* (the elimination of waits and delays from processes) from the critical foundation of standard work, to process layouts that facilitate flow, to the importance of mistake proofing. It 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. Some of the important support techniques that make justin-time possible include *5S system for workplace organization, visual management techniques, mistake proofing, quick setup, new performance measures, and the principles of Lean management.* The just-in-time approach is universal. Today, the basic principles of justin-time have been used to eliminate waste in all types of industries, and they are being put to work in healthcare organizations all over the world. The first major implementation of JIT and 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. 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 Just-in-Time and Lean Management in Healthcare
- To understand Standard Work for Lean Healthcare
- 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 Just-in-Time and lean healthcare management
CO 2	Understand Standard Work & Lean Layouts for Lean Healthcare
CO 3	Understand 5S for Healthcare
CO 4	Understand Mistake Proofing for Lean Healthcare
CO 5	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
PO1	3	3	3	3	3
PO2	2	2	2	2	2
PO3	3	3	3	3	3
PO4	2	2	2	2	2
PO5	2	2	2	2	2
PO6	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	Just-in-time and lean healthcare: What is JIT, Industrial Origins of Lean Healthcare, Principles of Lean Healthcare Management.	CO 1	BL1, BL2
Unit 2	Just-in-Time for Healthcare: 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. Creating Flow & Lean Layouts. Exercises.	CO 3	BL1, BL2, BL3, BL4
Unit 4	5S for Healthcare: Introduction and Overview, Five Pillars: Sort, Set in Order, Shine, Standardize & Sustain	CO 4	BL1, BL2, BL3, BL4
Unit 5	Mistake Proofing for Lean Healthcare: Elements of the Mistake-Proofing System, Examples of Poka-Yoke Applications. Kaizen Workshops for Lean Healthcare.	CO 5	BL1, BL2, BL3, BL4
Unit 6	Introduction to Six Sigma, Evolution of Lean Six Sigma, LSS project - five phases, Quality Tools for Successful Six Sigma Projects.	CO 6	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:

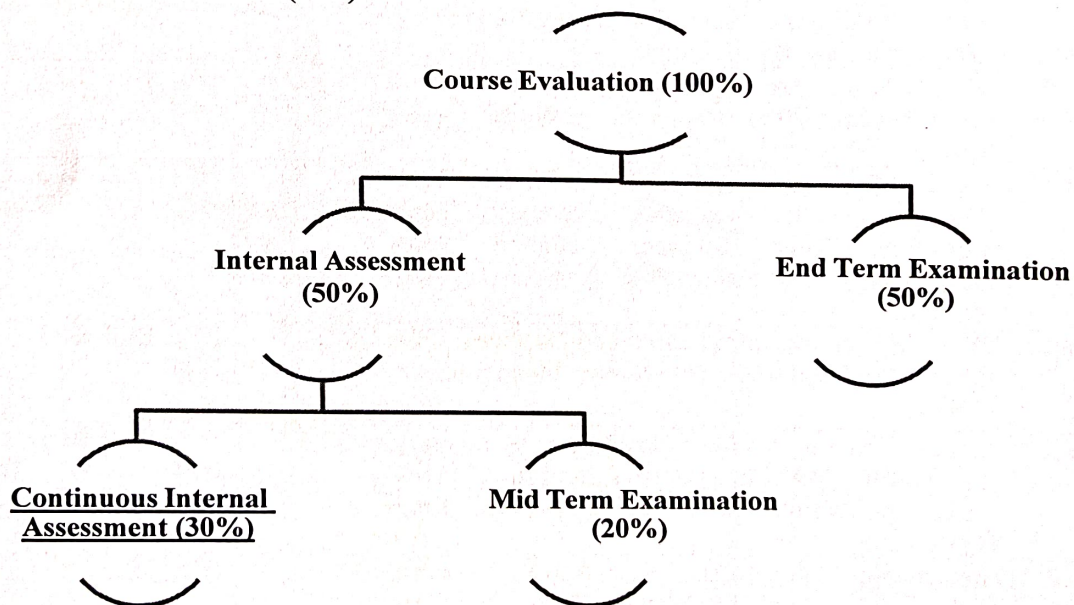
Attendance: Students must maintain a minimum attendance of 75% to be eligible to appear in the End-Term Examination of the course. Please refer to the student handbook for further details.

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 (50%)
2. End-Term Examination (50%)



Internal Assessment: The internal assessment will be further divided into two parts, with the weightage given below

1. Continuous Internal Assessment (30%)
2. Mid-Term Examination (20%)

Part 1: Continuous Internal Assessment (CIA): The Continuous Internal Assessment will be of 30 % weightage. The faculty will conduct the Continuous Internal Assessment of the students by using at least two methods of assessment (for 3 credit course), from the methods given below:

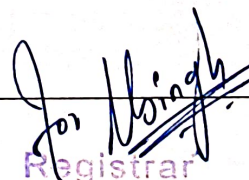
1. Home Assignments (Individual / Group)
2. Viva-Voce
3. Case Study
4. Review Paper
5. Group Work
6. Presentations
7. Model Development Role-Play
8. Rapid Fire Questions
9. Quiz
10. Class Assignments (Individual / Group)
11. Posters
12. Class Participation

Part 2: Mid-Term Examination (MTE): The mid-term examination will be of 20 % weightage. The faculty will conduct the mid-term examination of the students at the end of the course. It can either be objective type question paper / subjective type question paper or a mix of objective and subjective question paper.

End-Term Examination (ETE): It carries 50 % weightage, covering the full syllabus of the course. The end-term examination will be of maximum 50 marks to be completed in maximum three hours. The end-term examination will be conducted at the end of Term on scheduled date published by Controller of Examination.

12.CO and Assessment Alignment Matrix:

S. No.	Activity	CO1	CO2	CO3	CO4	CO5	CO6
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						


Registrar

12.	Class Participation		√	√	√	√	√
13.	Internal Assessment		√	√	√	√	√
14.	End Term Examination	√	√	√	√	√	√

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

Session Timings

Day	Date	Session 1	Session 2	Lunch Break	Session 3	Session 4
Day 1	January 4, 2025	9:00–11:00 AM	11:15 AM–1:15 PM	1:15–2:15 PM	2:15–3:45 PM	4:00–5:30 PM
Day 2	January 18, 2025	9:00–11:00 AM	11:15 AM–1:15 PM	1:15–2:15 PM	2:15–3:45 PM	4:00–5:30 PM
Day 3	February 1, 2025	9:00–11:00 AM	11:15 AM–1:15 PM	1:15–2:15 PM	2:15–3:45 PM	4:00–5:30 PM
Day 4	March 1, 2025	9:00–11:00 AM	11:15 AM–1:15 PM	1:15–2:15 PM	2:15–3:45 PM	4:00–5:30 PM
Day 5	March 15, 2025	9:00–11:00 AM	11:15 AM–1:15 PM	1:15–2:15 PM	2:15–3:45 PM	4:00–5:30 PM

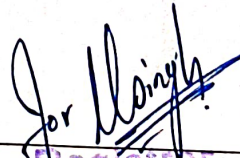
Student Attendance

Enrollement No.	Name	Total Sessions Scheduled	Sessions Attended	Present Percentage
IIHMR-U/01/2024-26/1896	Aditya Mehrotra	20	15	75
IIHMR-U/01/2024-26/1900	Alka Gautam	20	15	75
IIHMR-U/01/2024-26/1913	Archana Singh	20	15	75
IIHMR-U/01/2024-26/1915	Aryaveer Singh	20	15	75
IIHMR-U/01/2024-26/1916	Astha saraf	20	19	95
IIHMR-U/01/2024-26/1920	Ayush Amera	20	19	95
IIHMR-U/01/2024-26/1923	Balsaraf sayali Anil	20	15	75
IIHMR-U/01/2024-26/1931	Chelsi Chobisa	20	19	95
IIHMR-U/01/2024-26/1933	Chitranshi .	20	19	95

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IIHMR-U/01/2024-26/1934	D Drishika	20	19	95
IIHMR-U/01/2024-26/1937	DEVIKA P	20	15	75
IIHMR-U/01/2024-26/1940	Dipannita Hazra	20	19	95
IIHMR-U/01/2024-26/1943	Divya Gupta	20	16	80
IIHMR-U/01/2024-26/1945	Diya Prashanth	20	19	95
IIHMR-U/01/2024-26/1946	FARHAT YASMIN	20	19	95
IIHMR-U/01/2024-26/1950	Gunjan Pangtey	20	19	95
IIHMR-U/01/2024-26/1951	Gupta Omang Sanjay	20	19	95
IIHMR-U/01/2024-26/1953	Harsh Kataria	20	15	75
IIHMR-U/01/2024-26/1954	Harshita Jain	20	19	95
IIHMR-U/01/2024-26/1959	Hridyansha Kumawat	20	15	75
IIHMR-U/01/2024-26/1961	Isha Rajesh Shukla	20	15	75
IIHMR-U/01/2024-26/1965	Janhvi Prashant Patil	20	19	95
IIHMR-U/01/2024-26/1966	Jasmeen Kaur	20	19	95
IIHMR-U/01/2024-26/1969	Joshi Vaishnavi Damodar	20	15	75
IIHMR-U/01/2024-26/1970	Kalbande Toshik Govinda	20	15	75
IIHMR-U/01/2024-26/1971	kanishka tewari	20	18	90
IIHMR-U/01/2024-26/1972	Karan Garg	20	15	75
IIHMR-U/01/2024-26/1973	keerti singh rathore	20	19	95
IIHMR-U/01/2024-26/1976	Khushi Jain	20	19	95
IIHMR-U/01/2024-26/1977	Khushi Makwana	20	15	75
IIHMR-U/01/2024-26/1978	Khushi Yadav	20	19	95
IIHMR-U/01/2024-26/1979	Kishori Gupta	20	19	95
IIHMR-U/01/2024-26/1980	Komal Gupta	20	15	75
IIHMR-U/01/2024-26/1983	Koshta Sanskruti Prabhat	20	19	95
IIHMR-U/01/2024-26/1988	Lira Sarkar	20	19	95
IIHMR-U/01/2024-26/1989	Lovy Mishra	20	19	95
IIHMR-U/01/2024-26/1990	Maitri Singh	20	19	95
IIHMR-U/01/2024-26/1991	Manish Kumar	20	19	95
IIHMR-U/01/2024-26/1992	Mansi Pal	20	19	95
IIHMR-U/01/2024-26/1998	Muskan Sarswat	20	19	95
IIHMR-U/01/2024-26/2006	Neha Yadav	20	19	95
IIHMR-U/01/2024-26/2008	Nikki Padam	20	19	95
IIHMR-U/01/2024-26/2009	Nikki Tyagi	20	15	75
IIHMR-U/01/2024-26/2014	Omprakash Lega	20	15	75
IIHMR-U/01/2024-26/2021	Prabhat Kumar Dwivedi	20	19	95
IIHMR-U/01/2024-26/2025	Praful Bedsur	20	15	75
IIHMR-U/01/2024-26/2027	Pragati Patidar	20	19	95
IIHMR-U/01/2024-26/2028	Pranav M Padwale	20	18	90
IIHMR-U/01/2024-26/2030	Pranjal Garg	20	15	75
IIHMR-U/01/2024-26/2031	Prashant Singh	20	15	75
IIHMR-U/01/2024-26/2033	PRATIKA PRIYADARSHINI	20	19	95
IIHMR-U/01/2024-26/2035	Pravesh Kumar	20	15	75
IIHMR-U/01/2024-26/2038	Prerna Pal	20	15	75

IIHMR-U/01/2024-26/2040	Priya Bharti	20	19	95
IIHMR-U/01/2024-26/2042	Priyesh Chouhan	20	15	75
IIHMR-U/01/2024-26/2051	Reya Raina	20	19	95
IIHMR-U/01/2024-26/2053	Richa Singh	20	15	75
IIHMR-U/01/2024-26/2054	Riddhima Agarwal	20	15	75
IIHMR-U/01/2024-26/2061	RIYA .	20	19	95
IIHMR-U/01/2024-26/2065	Sahil yadav	20	15	75
IIHMR-U/01/2024-26/2066	Saloni Jain	20	15	75
IIHMR-U/01/2024-26/2067	Samaresh Ghorami	20	19	95
IIHMR-U/01/2024-26/2068	Sanika Sachin Pimple	20	19	95
IIHMR-U/01/2024-26/2073	Sehba Singh	20	19	95
IIHMR-U/01/2024-26/2074	Shashtika Bhardwaj	20	19	95
IIHMR-U/01/2024-26/2076	Shelar Shivraj Devidas	20	15	75
IIHMR-U/01/2024-26/2078	Shirsty Barnala	20	15	75
IIHMR-U/01/2024-26/2082	Shivansh Kirar	20	19	95
IIHMR-U/01/2024-26/2083	Shivanshi Gupta	20	19	95
IIHMR-U/01/2024-26/2085	Shreshtha Sahu	20	19	95
IIHMR-U/01/2024-26/2086	Shreya Kishor Faye	20	15	75
IIHMR-U/01/2024-26/2088	Shreyash Prajapati	20	15	75
IIHMR-U/01/2024-26/2089	Shristy Singh	20	15	75
IIHMR-U/01/2024-26/2090	Shruti Brahmupuria	20	15	75
IIHMR-U/01/2024-26/2092	Shweta Thakur	20	19	95
IIHMR-U/01/2024-26/2093	Siddhant Singh Banafer	20	15	75
IIHMR-U/01/2024-26/2094	Solanki Parth Bharat	20	15	75
IIHMR-U/01/2024-26/2095	Sonal Gurjar	20	19	95
IIHMR-U/01/2024-26/2096	Sonal Singh Jadu	20	19	95
IIHMR-U/01/2024-26/2114	Widinliu Chawang	20	15	75
IIHMR-U/02/2024-26/0607	Ankush kumar	20	20	100
IIHMR-U/18/2024-26/0016	MUSKAN SINGH	20	16	80


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Certification of Completion

This certifies that

Aditya Mehrotra

Master of Business Administration (Hospital and Health Management)

2024-26

has successfully completed Value Added Course (VAC) on

Just-in-Time and Lean Healthcare Management

Conducted during **January - March 2025**, accumulating a total of 35 hours

with Grade A+


Dr. Himadri Sinha
Professor and Coordinator (VAC)


Dr. P.R. Sodani
President

Date of issue: March 20, 2025



Certification of Completion

This certifies that

Ankush Kumar

Master of Business Administration (Healthcare Analytics)

2024-26

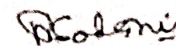
has successfully completed Value Added Course (VAC) on

Just-in-Time and Lean Healthcare Management

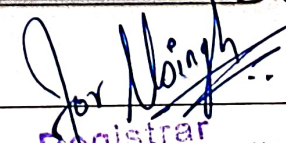
Conducted during **January - March 2025**, accumulating a total of 35 hours

with Grade A+


Dr. Himadri Sinha
Professor and Coordinator (VAC)


Dr. P.R. Sodani
President

Date of issue: March 20, 2025


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Certification of Completion

This certifies that

Muskan Singh

Master of Business Administration (Healthcare Analytics)

2024-26

has successfully completed Value Added Course (VAC) on

Just-in-Time and Lean Healthcare Management

Conducted during January - March 2025, accumulating a total of 35 hours
with Grade A

Dr. Himadri Sinha
Professor and Coordinator (VAC)

Dr. P.R. Sodani
President

Date of issue: March 20, 2025



Certification of Completion

This certifies that

Shweta Thakur

Master of Business Administration (Healthcare Analytics)

2024-26

has successfully completed Value Added Course (VAC) on

Just-in-Time and Lean Healthcare Management

Conducted during January - March 2025, accumulating a total of 35 hours
with Grade O

Dr. Himadri Sinha
Professor and Coordinator (VAC)

Dr. P.R. Sodani
President

Date of issue: March 20, 2025

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Certification of Completion

This certifies that

Shivanshi Gupta

Master of Business Administration (Healthcare Analytics)

2024-26

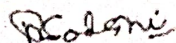
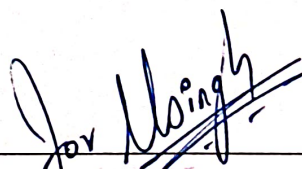
has successfully completed Value Added Course (VAC) on

Just-in-Time and Lean Healthcare Management

Conducted during **January - March 2025**, accumulating a total of 35 hours
with **Grade O**



Dr. Himadri Sinha
Professor and Coordinator (VAC)
Date of issue: March 20, 2025


Dr. P.R. Sodani
President
Registrar
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