

SUMMER INTERNSHIP PROGRAM
at
JAY PRABHA MEDANTA SUPER SPECIALTY HOSPITAL,
PATNA

From 12/05/2025 to 26/07/2025

A REPORT BY

Prity Kumari

Master of Business Administration Hospital and Health Management

Roll no.: 2039

2024-26

under the Mentorship of

Anupam Mehrotra, Assistant Professor, IIHMR



GHPPL/HR/EXP./2025-26/131

Date: 26th July 2025**To Whom It May Concern**

This is to certify that Ms.Prity Kumari pursuing her MBA - Hospital & Health Management from IIHMR University, Jaipur has successfully completed her internship at Global Health Patliputra Private Limited (Jay Prabha Medanta Hospital) in the department of Quality from 12th May 2025 to 26th July 2025.

We found her sincere, hardworking, and result oriented during the tenure of the internship.

We take this opportunity to wish her all the best for her future endeavours.

For, **Global Health Patliputra Private Limited.**



Ashish Adhikari
General Manager
Human Resources



IIHMR University Faculty Mentor Approval

This is to certify that **Prity kumari** of academic year 2024-26 of **Institute of Health Management Research** has prepared a poster with respect to his summer internship held during May-July 2025.

She has carried out work as per the guidelines. Her poster is approved for presentation.

Date: 29/07/2025

A handwritten signature in black ink, appearing to read 'Anupam'.

Anupam Mehrotra

Assistant Professor, IIHMR

Assessment of turnaround time in dialysis services and its impact on patient throughput and satisfaction in Dialysis

ABOUT THE ORGANISATION

Jay Prabha Medanta super Speciality Hospital located in Patna ,Bihar is a 500+ bedded hospital which serves as an holistic healthcare facilities at an affordable cost with its exceptional medical professionals , advanced technologies & comprehensive range of specialties.since it is well equipped .it holds the capacity to cater a diverse range of medical needs, ensuring that patient receives comprehensive and specialised treatment under one roof

HISTORY

In 2021, Medanta inaugurated the 500-bed Jay Prabha Medanta Super Speciality Hospital in Patna ,In November 2022, Medanta launched its initial public offering



AIM

To evaluate administrative TAT in dialysis and its effect on operational performance and patient satisfaction

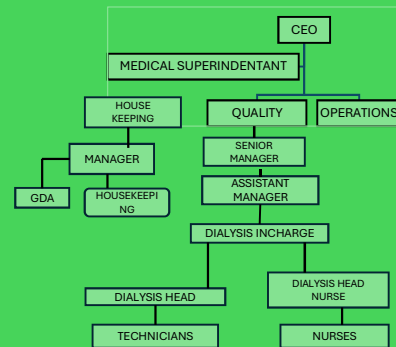
VISION

- To be leading provider of world –class ,holistic and affordable healthcare.
- To establish a dynamic institution that fosters the development of people and knowledge.

MISSION

- To deliver advanced medical services
- To focus on patient –centric, integrated and affordable healthcare
- To continuously improve and innovate in healthcare delivery

ORGANISATIONAL STRUCTURE



CHALLENGES FACED

- Lack of interoperability of IPD & OPD department Busy staff leading to less interaction with them
 - Lack of role clarity
- Exposure to complete new clinical domain
 - Lack of feedback system

STRENGTH

Enough staffs with well maintained process flow
Comprehensive & well structured facilities

WEAKNESS

High workload on nurses with strict performance targets leading to nurse burnout
Patient sometimes feel impersonal due to hospital's high patient volume especially during peak hours

Swot analysis

OPPORTUNITIES

Investment in specialised services
Developing centres in specialised care like cardiology, nephrology, organ transplant etc
High potential to set up new branches in even Tier 2 citiesities

THREAT

Shortage of skilled healthcare professional , especially nurse
Even oune unusual case can spread negative publicity

OBJECTIVES

- To measure the average turnaround administrative time for patients.
- To identify operational bottlenecks or delays affecting the flow of dialysis procedures (e.g., staff availability, equipment turnover, cleaning time).
- To suggest actionable strategies to reduce TAT and improve both patient flow and satisfaction.

THEORETICAL LEARNING

- 1.Studied about all the departments of a hospital (ICU,OPD,IPD,OT,EMERGENCY)
- Had learnt the role of manager in hospital setup which includes overseeing the day to day operations while maintain the quality
- Maintain the staff coordination by resolving the conflict
- Enhance patient satisfaction while maintaining proper communication skills.

PRACTICAL UNDERSTANDING

- Hospital involves clinical as well as non clinical department like housekeeping, transport team , canteen, linen and laundry etc which forms the baseline of patient satisfaction
- A real manager should have proper knowledge of each and every domain of any hospital like the working of machine, doctor prescription, MRD&EMR and doctor advise and prescription.
- Along with having decent communication a manager needs to have proper sense of counselling to patient in every field (financial counselling, medicine counselling , procedure a counselling

KEY LEARNINGS

- Learnt how to ensure smooth operability with scarce resources
- Learnt patient interaction and communication along with professional counselling.
- Understood the workflow and work role of different staffs and the gaps associated due to their lack of inter-communication.
- Learnt how to coordinate with all the staffs to ensure smooth operability.

SUGGESTIONS

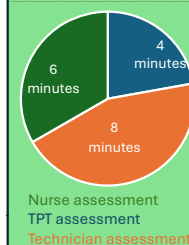
- Nurse task should be pre defined and fixed by TL for which only they are accountable
- Each nurse should counsel their respective bed's patient about their BP, appointments, their health status
- Each technician should be assigned with one TPT
- Each technician should be assigned fixed number of non consecutive bed for which they are accountable

METHODOLOGY

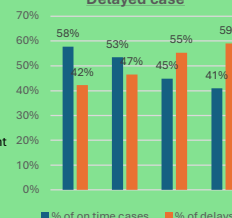
- Type of study: Observational & time-motion
- Setting:-Dialysis unit of the hospital
- Sample:232 OPD patients
- Data Collection Tools:Observation sheets for time logging ;observation of patient centric problem & Staff interviews



Administrative role distribution



DIALYSIS SESSION TIMELINE- On-time vs Delayed case



Graph in

- Nurse assessment
- Technician assessment
- TPT assessment
- TOTAL LOS

Compiled Reporting Format

Name of the Organization: Jay Prabha Medanta super speciality hospital

Area/ Department/ Project of Summer Internship Program:
quality

Name of the Student: Prity kumari

Roll no:2039

Stream: MBA in hospitaland health management

Activity Done	• Attended basic orientation programme • Interacted with various staffs of the hospital • Visited all the departments day by day • Did FMDR(floor manager daily round) with floor managers (MR. Ashish kumar singh sir, Miss Fatima ma'am and Mrs Aditi priyamwada Ma'am). • Conducted patient feedback of 6th, 7th & 8th floor to know their satisfaction rate from the hospital services • Got aware with all the quality standards a hospital should maintain in all its department • Did analysis of the time gap that occur from patient bill clearance till the time they vacant the room • Counsellled all the discharge patients about the whole discharge process initiated after they are given the planned discharge. • Managed all the beds and other medical essentials for the post operating patients in 8th floor IPD. • Visited dialysis center at 1st floor OPD . Observed day to day process going in the department . • Learned about basic information about the department like number of beds, nurse and technicians. • Observed a patient activity from the moment they enter till they leave the hospital. • Observed patient pathway and noted the time. • Visited MRD to see the OPD patient file • Made data report for turn around time of patient pathway • Found out some average, max min and percentage of data • Analysed the gaps and found out some scope for improvements.
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	• Showed my project and suggestions to my dialysis incharge • Discussed the analysed data with my mentor and dialysis incharge • Attended official farewell with my managers and senior managers and collected the certificate •
Linking theory (Classroom learning) with practice at your organization	• Saw the basic layout of hospital as explained in essentials of hospital • Learned some basic management theory like FAYOL'S ADMINISTRATIVE THEORY where the manager will follow • Unity of command and order with discipline • TAYLOR'S SCIENTIFIC MANAGEMENT which involves operating standard procedure • Human Relations Builds emotional support and communication • Maslow's Hierarchy Ensures all patient needs (not just physical) are addressed • Transformational Leadership Inspires doctors to be empathetic and motivating • Contingency Theory Adapts counselling based on patient context • Systems Theory Integrates counselling into the larger healthcare • Improved data collection and organisational skills . . Enhanced analytical skills to optimize process efficiencies. • Used my finance, HR and administrative theories to understand the department in comprehensive way. • Applied my excel theory to use it in the reporting of data in excel and to analyse it. • Used some formulas in excel to correctly read and analysed the data with bar graphs and pie charts • Saw what all information one's patient file should have • How the colour differentiation of MRD files can actually avoid the confusion and legal aspect • Learnt basic of six sigma for proper gap identification and reduction of gap identification • Applied the presentational skills where I tried to maintain my confidence and eye contact with my mentor while presenting my project.
Gaps identified on the working area.	• Parking area was way too far from the hospital • Lack of coordination with admission and billing department. • Lack of accurate billing sheet tracking system that leads to the delay process in overall turn around time (TAT) of discharge process.

	• There is no coordination between nurses and nurse team leader that leads to mis communication and gaps in the over all work flow of discharge process. • Lack of staffs and technicians. • Undefined and unclear roles to nurse, housekeepers and dieticians leading to overlapping of roles and responsibilities. • Lack of presence of GDA staff during peak hour • Some files were incomplete and were not maintained standardly. • Lack of proper counselling to patient leading to raise in patient query and decrease in patient satisfaction • There were no official presentation organised for us which could have included all the senior managers.
Suggestions for improvement	• There should be atleast two entrance to avoid the hindrance at the front door • Need to coordinate effectively with billing department for the rapid making of final bill of the discharge patient so that it can make less delay in discharge process. · Track all the GDA workers digitally to know their status in order to reduce the delay timing of patient • There should be a different checklist of all the work done by each nurses which they can keep updated by the end of their work done which can be visible by all. . · Convert all the manual system to digital system to make the whole system more automated and efficient. · • Make all the communications digital and documented to avoid any miss communication . • Hire more nurses and transport team members to optimise footfalls. • Every nurse and staff should have definite roles and works to avoid any confusion that cause the delay. Every data should be tracked digitally to avoid any unknown errors • Every GDA should be counselled by TL about their day to day activity • All the nurses should maintain patient's file on daily basis to avoid peak hour hurdle. • Every staff, technician and nurse should counsell the patient about any kind of service they are providing and the next procedure patient is going to have • There should be an official presentation for the interns where all the senior managers along with HR can be involved

Key Learnings	• Learnt the basic day to day operations process of IPD (6th, 7th & 8th floor) and all the works associated under a floor manager like counselling the discharge patient, getting their discharge summary done at proper time, ensuring patient vacating the bed without any hindrance, checking their bill clearance and other non clinical aspect' • Learnt the patient pathflow process in OPD where the patient are scheduled and the overlooked the administrative processs associated with them like getting their consent signed, checking their initials and recording of data, dialysis initiation and termination and their transport system , • Learnt how a responsible manager not only clear any conflict but also how properly he handles the dispute of patient related queries, their complaints, their improper manner, staff dispute, staff feeling biased and team handling • Learnt to check the patient file of both inpatient and outpatient and saw what are the gaps that are coming forth in order to maintain it • Learnt the importance of proper cordination of all the staffs including doctors, nurses, GDAs , TPT , dieticians , medical transcriptors and housekeepers in order maintain smooth operability of the hospital functions
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Signature of the Student – Prity kumari

Approved by the IIHMR University's Mentor

Report should be maximum of 10-12 pages excluding the weekly reports and poster..

• Reporting Format (Weekly)

Name of the Organisation: Jay Prabha medanta super speciality hospital, patna

Area/ Department/ Project of Summer Internship Program: operations

Name of the Student: Prity kumari

Roll no: 2039

Stream: hospital and healthy management

Week no: **From:**.....12th may 2025.....**to...**17th may 2025

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Activity Done	• Attended basic orientation programme • Interacted with various staffs of the hospital • Visited all the departments day by day
Linking theory (Classroom learning) with practice at your organisation	• Saw the basic layout of hospital as explained in essentials of hospital
Gaps identified on the working area.	• Parking area was way too far from the hospital
Suggestions for improvement	There should be atleast two entrance to avoid the hindrance at the front door
Plan for the next week	Will see day to day operations under floor manager guidance.

Signature of the Student

Approved by the IIHMR University's Mentor

On the last day of every week Saturday -) report in the above format should be submitted to the faculty mentor. Submission of total 10 reports in 10 weeks is compulsory. Each report should not be more than 2 pages.

Reporting Format (Weekly)

Name of the Organisation: Jay prabha MEDANTA super speciality hospital, patna

Area/ Department/ Project of Summer Internship Program: medical administration and operations

Name of the Student: Prity kumari

Roll no: 2039 **Stream:** masters in hospital and health administration

Week no:2 **From:**18th may 2025.....to...24thmay 2025.....

Activity Done	• Did FMDR(floor manager daily round) with floor managers (MR. Ashish kumar singh sir, Miss Fatima ma'am and Mrs Aditi priyamwada Ma'am). • Conducted patient satisfaction survey to know their satisfaction rate from the hospital services • Visited radiology department to know the work process flow of that department along with all the staffs and functions associated with it. • Took feedback of all 7th floor IPD department patient to know the gaps in all the functionality and services provided by medanta hospital. • Visited 2nd and 3rd floor ICU to know the working of the overall workflow and needs of that department. • Got aware with all the quality standards a hospital should maintain in all its department
Linking theory (Classroom learning) with practice at your organisation	<u>FAYOLS ADMINISTRATIVE THEORY</u> Unity of command, Discipline and order A floor manager structures shift and staffs roles, ensuring smooth operation aligned with company policies <u>TAYLOR'S SCIENTIFIC MANAGEMENT</u> Time studies, standard operating procedure A floor manager monitors task execution to increase productivity using established best practices <u>MASLOW HIERARCHY OF NEEDS</u> Safety & physiological needs, esteem needs A floor manager builds morale and motivation by addressing employee needs. <u>MCGREGOR THEORY X(AUTHORITATIVE)& THEORY Y(PARTICIPATIVE)</u>

	A floor manager who adopts a THEORY Y approach might delegates tasks and involve employees in decisions , improving engagement and performance. <u>MINTZBERG MANAGERIAL ROLES</u> Leader, monitor and disturbance handler The floor manager juggles multiple roles throughout their shift from managing staff to handling unexpected issues. <u>CONTINGENCY THEORY</u> A floor manager may switch between strict supervision and a relaxed style depending on staff experience.
Gaps identified on the working area.	• Lack of accurate billing sheet tracking system that leads to the delay process in overall turn around time (TAT) of discharge process.
Suggestions for improvement	• Track all the GDA workers digitally to know their status in order to reduce the delay timing of patient . • Convert all the manual system to digital system to make the whole system more automated and efficient. • Make all the communications digital and documented to avoid any miss communication .
Plan for the next week	• To visit OT(operation theatre) to learn the work flow of that department . • To know the whole TPA documentation process . • To learn the detailed billing process of patient from admission to discharge.

Signature of the Student:- Prity kumari

Approved by the IIHMR University's Mentor

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Reporting Format (Weekly)

Name of the Organisation: Jay prabha medanta super speciality hospital

Area/ Department/ Project of Summer Internship Program: medical administration and operations

Name of the Student: Prity kumari

Roll no: 2039

Stream: MBA in hospital and health mana

Week no: **From:** 22 june 2025.....**to** 29 june 2025.....

Activity Done	• Did FMDR(floor manager daily round) with floor managers (MR. Ashish kumar singh sir, Miss Fatima ma’am and Mrs Aditi priyamwada Ma’am). • Conducted patient satisfaction survey to know their satisfaction rate from the hospital services • Did analysis of the time gap that occur from patient bill clearance till the time they vacant the room • Took feedback of all 6th floor IPD department patient to know the gaps in all the functionality and services provided by medanta hospital. • Took daily rounds with doctor to assess the health condition and discharge advice being communicated by doctors to patients. • Counselling all the discharge patients about the whole discharge process initiated after they are given the planned discharge.													
Linking theory (Classroom learning) with practice at your organisation	Summary Table (Optional for Presentations): <table><tr><th>Theory</th><th>Application to Counselling Rounds</th></tr><tr><td>Human Relations</td><td>Builds emotional support and communication</td></tr><tr><td>Maslow's Hierarchy</td><td>Ensures all patient needs (not just physical) are addressed</td></tr><tr><td>Transformational Leadership</td><td>Inspires doctors to be empathetic and motivating</td></tr><tr><td>Contingency Theory</td><td>Adapts counselling based on patient context</td></tr><tr><td>Systems Theory</td><td>Integrates counselling into the larger healthcare system</td></tr></table>		Theory	Application to Counselling Rounds	Human Relations	Builds emotional support and communication	Maslow's Hierarchy	Ensures all patient needs (not just physical) are addressed	Transformational Leadership	Inspires doctors to be empathetic and motivating	Contingency Theory	Adapts counselling based on patient context	Systems Theory	Integrates counselling into the larger healthcare system
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Human Relations	Builds emotional support and communication													
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Transformational Leadership	Inspires doctors to be empathetic and motivating													
Contingency Theory	Adapts counselling based on patient context													
Systems Theory	Integrates counselling into the larger healthcare system													

	Total Quality Management	Uses feedback to improve counselling delivery and consistency
Gaps identified on the working area.	There is no coordination between nurses and nurse team leader that leads to mis communication and gaps in the over all work flow of discharge process.	
Suggestions for improvement	There should be a different checklist of all the work done by each nurses which they can keep updated by the end of their work done which can be visible by all.	
Plan for the next week	Visiting emergency ward and allotment of bed management . Coordinating with doctors to manage patient query	

Signature of the Student prity kumari

Approved by the IIHMR University's Mentor

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Reporting Format (Weekly)

Name of the Organisation: Jay prabha medanta super speciality hospital

Area/ Department/ Project of Summer Internship Program: medical administration and operations

Name of the Student: Prity kumari

Roll no: 2039

Stream: MBA in hospital and health management

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Week no: From: 22 june 2025.....to 29 june 2025.....

Activity Done	• Visited dialysis center at 1st floor OPD . • Observed day to day process going in the department . • Learned about basic information about the department like number of beds, nurse and technicians. • Observed a patient activity from the moment they enter till they leave the hospital.
Linking theory (Classroom learning) with practice at your organisation	• Used my finance, HR and administrative theories to understand the department in comprehensive way.
Gaps identified on the working area.	Lack of staffs and technicians.
Suggestions for improvement	Hire more nurses and transport team members to optimise footfalls.
Plan for the next week	Visiting day care especially chemotherapy. . Coordinating with doctors to manage patient query

Signature of the Student prity kumari

Approved by the IIHMR University's Mentor

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Reporting Format (Weekly)

Name of the Organisation:

Area/ Department/ Project of Summer Internship Program:

Name of the Student:

Roll no:

Stream:

Week no: **From:.....to.....**

Activity Done	- Continued visiting different department in OPD - Got to learn about process flow in day care - Got to learn about EMR in opd
Linking theory (Classroom learning) with practice at your organisation	Digital health serves more compatible and easier access to patient information which will help the doctors to diagnose and take precaution at early stage.
Gaps identified on the working area.	Lack of complete transformation of MRD into EMR
Suggestions for improvement	Every staff should get training to maintain their data digitaly New digital system should be introduced in IPD file
Plan for the next week	Continue taking rounds under floor manager

Signature of the Student

Approved by the IIHMR University's Mentor

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Reporting Format (Weekly)

Name of the Organisation: Jay prabha MEDANTA super speciality hospital, patna

Area/ Department/ Project of Summer Internship Program: medical administration and operations

Name of the Student: Prity kumari

Roll no: 2039 **Stream:** masters in hospital and health administration

Week no:2 **From:**18th juneth 2025.....to...21thjune 2025.....

Activity Done	- Continued analysing Dialysis day to day activity to understand the gaps. - Observed patient pathway and noted the time. - Talked to paramedical staff to understand the working of dialysis machine.
Linking theory (Classroom learning) with practice at your organisation	Applied my excel theory to to use it in the reporting of data in excel and to analyse it.
Gaps identified on the working area.	Undefined and unclear roles to nurse, housekeepers and dieticians leading to overlapping of roles and responsibilities.
Suggestions for improvement	Every nurse and staff should have definite roles and works to avoid any confusion that cause the delay. Every data should be tracked digitally to avoid any unknown error.
Plan for the next week	Will look into the process of billing and new registration of the new patients.

Signature of the Student:- Prity kumari

Approved by the IIHMR University's Mentor

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Reporting Format (Weekly)

Name of the Organisation: Jay prabha MEDANTA super speciality hospital, patna

Area/ Department/ Project of Summer Internship Program: medical administration and operations

Name of the Student: Prity kumari

Roll no: 2039 **Stream:** masters in hospital and health administration

Week no:2 **From:**18th juneth 2025.....to...21th june 2025.....

Activity Done	- Continued analysing Dialysis day to day activity to understand the gaps. - Observed patient pathway and noted the time. - Talked to paramedical staff to understand the working of dialysis machine.
Linking theory (Classroom learning) with practice at your organisation	Applied my excel theory to to use it in the reporting of data in excel and to analyse it.
Gaps identified on the working area.	Undefined and unclear roles to nurse, housekeepers and dieticians leading to overlapping of roles and responsibilities.
Suggestions for improvement	Every nurse and staff should have definite roles and works to avoid any confusion that cause the delay. Every data should be tracked digitally to avoid any unknown error.
Plan for the next week	Will look into the process of billing and new registration of the new patients.

Signature of the Student:- Prity kumari

Approved by the IIHMR University's Mentor

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Reporting Format (Weekly)

Name of the Organisation:jay Prabha medanta

Area/ Department/ Project of Summer Internship Program: quality

Name of the Student: prity

Roll no:

Stream:

Week no: **From:**.....**to:**.....

Activity Done	Continued assisting with dialysis staff to ensure smooth operation Visited MRD to see the OPD patient file
Linking theory (Classroom learning) with practice at your organisation	Saw what all information one's patient file should have How the colour differentiation of MRD files can actually avoid the confusion and legal aspect
Gaps identified on the working area.	Some files were incomplete and were not maintained standardly.
Suggestions for improvement	All the nurses should maintain patient's file on daily basis to avoid peak hour hurdle.
Plan for the next week	Will continue to manage the dialysis unit

Signature of the Student prity kumari

Approved by the IIHMR University's Mentor

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Reporting Format (Weekly)

Name of the Organisation: Jay prabha MEDANTA super speciality hospital, patna

Area/ Department/ Project of Summer Internship Program: medical administration and operations

Name of the Student: Prity kumari

Roll no: 2039 **Stream:** masters in hospital and health administration

Week no:2 **From:**13th julyth 2025.....to...19th July

2025.....

Activity Done	• Made data report for turn around time of patient pathway • Found out some average,max min and percentage of data • Analysed the gaps and found out some scope for improvements.
Linking theory (Classroom learning) with practice at your organisation	Applied my excel theory and power point skills to to use it in the reporting of data in excel and to analyse as well as presenting it.
Gaps identified on the working area.	Lack of proper counselling to patient leading to raise in patient query and decrease in patient satisfaction
Suggestions for improvement	Every staff,technician and nurse should counsel the patient about any kind of service they are providing and the next procedure patient is going to have
Plan for the next week	Will look into the process of billing and new registration of the new patients.

Signature of the Student:- Prity kumari

Approved by the IIHMR University's Mentor

On the last day of every week Saturday -) report in the above format should be submitted to the faculty mentor. Submission of total 10 reports in 10 weeks is compulsory. Each report should not be more than 2 pages.

Reporting Format 10

Name of the Organisation:

Area/ Department/ Project of Summer Internship Program:

Name of the Student:

Roll no:

Stream:

Week no: From:.....21 july 2025.....to.....26th July 2025.....

Activity Done	Shown my project and suggestions to my dialysis incharge Discussed the analysed data with my mentor and dialysis incharge Attended official farewell with my managers and senior managers and collected the certificate
Linking theory (Classroom learning) with practice at your organisation	Applied the presentational skills where I tried to maintain my confidence and eye contact with my mentor while presenting my project.
Gaps identified on the working area.	There were no official presentation organised for us which could have included all the senior managers.
Suggestions for improvement	There should be an official presentation for the interns where all the senior managers along with HR can be involved
Plan for the next week	

Signature of the Student

Approved by the IIHMR University's Mentor

On the last day of every week Saturday -) report in the above format should be submitted to the faculty mentor. Submission of total 10 reports in 10 weeks is compulsory. Each report should not be more than 2 pages.