

AY 2019-20

Course Name	Course Code	Duration (Hours)	Number of students enrolled	Number of students passed
Practice Management Program	DS-VA-002	30	101	101





(Deemed to be University under section 3 of the UGC Act 1956) Faculty of Dental Science (FDS) Value added Course details (July 2019- Dec 2019)

PRACTICE MANAGEMENT PROGRAM

Duration : 19-7-2019 - 06-12-2019, (30 hrs)

OBJECTIVE OF THE COURSE

- Communication Skills
- Managerial and soft skills
- Entrepreneurship
- Clinic Set Up and management
- Interview Skills

RESOURCE PERSON : Dr Namrata Kapur

(Deemed to be University under section 3 of the UGC Act 1956)

NAAC 'A' Grade University

Faculty of DENTAL Science (FDS)

SYLLABUS

Practice Management Programme

Course Type: Value Added Course

Course Code: DS-VA-002

Periods/week: 6 Hours/week: Total 30 hours

CO DS-VA-002.1: To understand the use of Practice management programme

CO DS-VA-002.2: To learn the skill of practice management

CO-DS-VA-002.3: To apply the knowledge of clinic.

Introduction: Practice management is the term used in General practice for the person who manages the finance and administration of a doctor's office or an office of a medical professional in one of many types of specialties in medicine. This is distinct from other official titles such as Advanced Practice Manager, which are generally clinical. A practice manager is responsible for the administrative responsibilities of daily operations and development of a business strategy. Most practice managers are responsible for hiring staff, negotiating benefits and personnel policies, ensuring that medical supplies are ordered and equipment is maintained, ensuring regulatory compliance, and the development and marketing of service lines. Practice management encompasses multiple topics including governance, the financial aspects of medical billing, staff management, ancillary service development, information technology, transcription utilization, and marketing. Practice managers



Prof. (Dr.) Arundeep Principal Manav Rachna Der Faculty of Dental ARIIRS cient Sector-43, Aravalli Hills Surajkund Road- Badkhal Road Faridabad-121004

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handle the business aspects of medicine to maximize provider time and enhance patient care.

Medium of the course:

- 1. It will comprise of 5 modules with each module of around 6 hours.
- 2. Each module will be conducted in 2 slots, of a duration of 3 hours, with a break of 30 min in between both slots.

Topics covered:

1. Communication Skills

- Relevance of communication in Dental Profession
- The composition/elements of Communication (Verbals & Non Verbals)
- Cross Cultural Communication
- Communication Style
- The art of Small Talk
- Courteous and patient communication
- Body Language Skills
- Clothing and grooming

2. Managerial & Soft Skills

- a. Time Management & Stress Management
- b. Customer Service
- c. Emotional Intelligence
- d. Stress Management
- e. Professional Etiquette

3. Entrepreneurship

- a. Introduction & Entrepreneurship Process
- b. Concept of Risk & Return
- c. Segmenting, targeting and Positioning
- d. Partnership and Strategic Alliance

4. Clinic Set Up & Management

- a. Doctor- Patient Communication
- b. Role Plays

5. Interview Skills

- Resume Building
- Cover Letter
- Power Dressing
- Interview Skills



Prof. (Dr.) Arundeep Singh Principal culty of Dental Sector-43, Aravalli Hits Surajkund Road- Badkhal Road Faridabad-121004

TEXT BOOKS:

1.

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Practice Management: A Practical Guide to Starting and Running a Medical Office 1st Edition by Christian Rainer



Prof. (Dr.) Arundeep Singh Principal Manav Rachna Dental College Faculty of Dental Sciences, MRIIRS Sector-43, Aravalli Hills Surajkund Road- Badkhal Road Faridabad-121004





Manav Rachna International Institute of Research and studies

Faculty of Dental Sciences

Manav Rachna Dental College, FDS

Attendance for Practice managment Programme DS-VA-002: 2019-2020

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(Faridabad, Haryana) (Deemed to be University under section 3 of the UGC act, 1956)

Faculty of Dental Sciences Academic Year: 2019-20

of programme of	f MRIU has
successfully completed the certificate course / value-added course titled "	PRACTICE
MANAGEMENT PROGRAMME" course code "DS-VA-002" conducted by the Department	ment from
19.07.2019 to 06.12.2019.	

Course Coordinator

Date: 20.12.2019



AY 2020-21

Course Name	Course Code	Duration (Hours)	Number of students enrolled	Number of students passed
Practice Management Programe	DS-VA- 002	34	97	67





(Deemed to be University under section 3 of the UGC Act 1956)

Faculty of Dental Science (FDS)

Value added Course (2020-2021)

PRACTICE MANAGEMENT PROGRAM

Duration : 07-08-2020 - 21-11-2020, (30 hrs)



OBJECTIVE OF THE COURSE

- Communication Skills
- Managerial and soft skills
- Entrepreneurship
- Clinic Set Up and management
- Interview Skills

RESOURCE PERSON : Dr Namrata Kapur



(Deemed to be University under section 3 of the UGC Act 1956)

NAAC 'A' Grade University

Faculty of DENTAL Science (FDS)

SYLLABUS

Practice Management Programme

Course Type: Value Added Course

Course Code: DS-VA-002

Periods/week: 6 Hours/week: Total 30 hours

CO DS-VA-002.1: To understand the use of Practice management programme

CO DS-VA-002.2: To learn the skill of practice management

CO-DS-VA-002.3: To apply the knowledge of clinic.

Introduction: Practice management is the term used in General practice for the person who manages the finance and administration of a doctor's office or an office of a medical professional in one of many types of specialties in medicine. This is distinct from other official titles such as Advanced Practice Manager, which are generally clinical. A practice manager is responsible for the administrative responsibilities of daily operations and development of a business strategy. Most practice managers are responsible for hiring staff, negotiating benefits and personnel policies, ensuring that medical supplies are ordered and equipment is maintained, ensuring regulatory compliance, and the development and marketing of service lines. Practice management encompasses multiple topics including governance, the financial aspects of medical billing, staff management, ancillary service development, information technology, transcription utilization, and marketing. Practice managers



Prof. (Dr.) Arundeep Principal Manav Rachna Del Faculty of Dental ARIIRS cieni Sector-43, Aravalli Hills Surajkund Road- Badkhal Road Faridabad-121004

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handle the business aspects of medicine to maximize provider time and enhance patient care.

Medium of the course:

- 1. It will comprise of 5 modules with each module of around 6 hours.
- 2. Each module will be conducted in 2 slots, of a duration of 3 hours, with a break of 30 min in between both slots.

Topics covered:

1. Communication Skills

- Relevance of communication in Dental Profession
- The composition/elements of Communication (Verbals & Non Verbals)
- Cross Cultural Communication
- Communication Style
- The art of Small Talk
- Courteous and patient communication
- Body Language Skills
- Clothing and grooming

2. Managerial & Soft Skills

- a. Time Management & Stress Management
- b. Customer Service
- c. Emotional Intelligence
- d. Stress Management
- e. Professional Etiquette

3. Entrepreneurship

- a. Introduction & Entrepreneurship Process
- b. Concept of Risk & Return
- c. Segmenting, targeting and Positioning
- d. Partnership and Strategic Alliance

4. Clinic Set Up & Management

- a. Doctor- Patient Communication
- b. Role Plays

5. Interview Skills

- Resume Building
- Cover Letter
- Power Dressing
- Interview Skills



Prof. (Dr.) Arundeep Singh Principal ulty of Dertal Schen Sector-43, Aravalli Hits Surajkund Road- Badkhal Road Faridabad-121004

TEXT BOOKS:

4

Practice Management: A Practical Guide to Starting and Running a Medical Office 1st Edition by Christian Rainer



Prof. (Dr.) Arundeep Singh Principal Manav Rachna Dental College Faculty of Dental Sciences, MRIIRS Sector-43, Aravalli Hills Surajkund Road- Badkhal Road Faridabad-121004



Manav Rachna International Institute of Research and studies Faculty of Dental Sciences Manav Rachna Dental College, FDS



Attendance for Practice managment Programme DS-VA-002: 2020-2021 T

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3 2014-BDS-59		-	-	2	3	A	-	-	6	7	8	9	10	11	A	A	A	12	13	A	14	15	16	17	A	18	19	A	20	21	24	23	83%
4 2014-BDS-90		_	_	2	3	4	-	-	-	6	A	A	7	8	9	10	11	12	13	14	A	A	15	16	17	18	19	20	21	22	23	24	77%
5 2015-BDS-02	AALIYA HAQUE ARSHAD	-	-		-	-	-	-	-		A	A	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	90%
5		<u> </u>	1	2	Α	3	4	5	6	7	A	8	9	10	A	11	12	13	14	A	15	16	A	17	18	19	A	20	21				
6 2015-BDS-26	HITESH	-	_	2	3	A	4	5	6	7	8	A	9	10	11	12	13	14	15	A	16	17					-	-		22	23	24	80%
7 2015-BDS-34	KASHISH CHHABRA	-		2	Α	3	-	A	A	5	6	A	7	8	9	10	11	12	13	14	15	16	18	A 10	19	20	21	22	A	23	24	25	83%
8 2015-BDS-61	RITIKA ARORA	-	_	2	3	4	-	-	A	7	A	8	9	10	A	11	12	A	13	14	15	A	16	18	19	20	21	22	23	24	25	26	87%
9 2015-BDS-83	SYEDA TUBA NIZAMI UPASANA	-	1	A	2	3	4	5	6	7	8	9	10	11	A	A	A	12	13	A	14	15	16	17	18 A	19	20	21	22	A	23	24	80%
10 2015-BDS-88	SURYAVANSHI		1	2	3	4	5	6	A	7	8	9	A	A	10	A	11	12									19	A	20	21	22	23	77%
11 2016-BDS-01	AAKRITI AGGARWAL		A	1	2	3	4	5	6	A	7	8							13	14	15	16	17	18	19	20	A	21	22	23	24	25	83%
12 2016-BDS-02	AISHWARYA GUPTA		-	A	2	3		-	6	7	8	9	9	10	11	12	A	13	14	15	16	17	18	19	A	20	21	22	23	24	25	26	87%
13 2016-BDS-03	AKASHANAND	1	_	2	3	4	-	-	7	A	8	9	10	A 11	11	12	13	14	15	16	17	18	19	20	21	22	23	24	A	25	26	27	90%
14 2016-BDS-04	AKSHITA MATHUR	1	1	2	A	3	-	-	6	7	A	8	9	10	12 A	13	14	15	16	17	18	19	20	21	22	A	23	24	25	26	27	28	93%
15 2016-BDS-05	AMITHA GHOSH	1	1	2	3	A	4	5	6	7	8	A	9	10	11	11 12	12	13	14	A	15	16	A	17	18	19	A	20	21	22	23	24	80%
16 2016-BDS-06	ANJALI	1	L	2	A	3	4	A	A	5	6	A	7	8	9	10	11	14	15 13	A 14	16	17	18	A	19	20	21	22	A	23	24	25	83%
17 2016-BDS-09	ANUJ GOYAL	1	L	2	3	4	A	5	6	7	A	A	8	9	10	11	12	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	87%
18 2016-BDS-10	ANURAG	1	L	2	3	4	5	6	7	8	9	10	11	12	13	14	A	15	14	15	16 18	17	18	19	20	21	22	23	24	25	26	27	90%
19 2016-BDS-100		1	-	1	2	3	4	5	6	A	7	8	9	10	11	12	A	13	14	15	16	19 17	20	21	22	23	24	25	A	26	27	28	93%
20 2016-BDS-11	ASMA SAIFI	1	_	2	3	4	-	-	A	7	A	8	9	10	A	11	12	A	13	14	15	A	18	19 17	A 10	20	21	22	23	24	25	26	87%
21 2016-BDS-12 22 2016-BDS-13	CHANDNI JAIN	1	-	2	3	4	-	-	A	7	8	9	A	A	10	A	11	12	13	14	15	16	17	17	18 19	19	20	21	22	A	23	24	80%
23 2016-BDS-13	CHIRLEILA A SHIMRAY DSV SINDHUJA	1		2	3	A	A	-	5	6	A	A	7	8	9	10	11	12	13	14	A	A	15	16	19	20	A 10	21	22	23	24	25	83%
24 2016-BDS-15	DEEP SHIKHA	-	_	2	A	3	4	-	A	5	6	A	7	8	9	10	11	12	13	14	15	16	17	18	19	20	19 21	20	21 23	22	23	24	80%
25 2016-BDS-17	DIVIJ AHUJA	+ -	-	2	3	4	-	-	6	7	A	A	8	9	10	11	12	13	14	15	16	17	18	19	20	20	22	23	23	24	25	26	87%
6 2016-BDS-18	DIVYA CHAWLA		-	2	3 A	4	5	6	7	A	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	A		24	25	26	20	27 28	90%
27 2016-BDS-19	DIVYA LOHIA	-	-	1	2	3	4		A 6	5	6	A	7	8	9	10	11	12	13	14	15	16	17	18	19	20		22	23	24	25	26	93%
28 2016-BDS-20	DIVYA VAISHNAVI	+	-	2	3	A	4	-	6	A 7	7	8	9	10	11	12	A	13	14	15	16	17	18	19	A	20		22	23	24	25	26	87%
29 2016-BDS-21	EKTA VATS	-	_	2	A	3	4	5	6	7	8 A	A 8	9	10	11	12	13	14	15	A	16	17	18	A	19	20		22	A	23	24	25	83%
30 2016-BDS-23	GAURVI VIKRAM	1	-	-	-	-		-						10	A	11	12	13	14	A	15	16	A	17	18	19	A	20	21	22	23	24	80%
	KAMRA	-	-	A	2	3	4	5	6	7	8	9	10	A	11	12	13	14	15	16	17	18	19	20	21	22	23	24	A	25	26	27	90%
31 2016-BDS-24 32 2016-BDS-26	HIMANI	1		2	3	4	5	6	7	A	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	A		24					
33 2016-BDS-27	INDU ISHIKA VERMA	1	-	2	3	A	4	5	6	7	8	A	9	10	11	12	13	14	15	A	16	17	18	A	19	20	_	22	25 A	26		28	93%
34 2016-BDS-28	JASPREET SINGH	1	-	2	3	A	A	4	5	6	A	A	7	8	9	10	11	12	13	14	A	A	15	16	17	18		20	21	23	24	25	83%
35 2016-BDS-29	JEEVESH ARORA	1	-	A 2	2	3	A	4	5	6	7	8	9	A	10	11	12	Α	`13	14	15	16	17	A	18	19		21	22	23	24	24	80% 83%
36 2016-BDS-30	JYOTI	1			3	4	5	5	6 A	7	A	A	8	9	10	11	12	13	14	15	16	17	18	19	20	21		23	24	25	26	27	90%
37 2016-BDS-31	JYOTI DIWAN	A		-	2	3	4	5	6	A	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	A		24	25	26	27	28	93%
38 2016-BDS-32	KAJAI.	1	-	-	3	A	4	5	6	7	8	8 A	9	10	11	12	A	13	14	15	16	17	18	19	A	20	21	22	23	24	25	26	87%
39 2016-BDS-33	KANIKA SHARMA	1	_	2	A	3	4	A	A	5	6	A	9	10 8	11 9	12	13	14	15	A	16	17	18	A	19	20	21	22	A	23		25	83%
40 2016-BDS-34	KHUSHBU	1		A	2	3	4	5	6	7	8	9	10	A	11	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	87%
11 2016-BDS-35	KIRTI SHARMA	1		2	3	4	5	6	7	8	9	10	10	12	13	12	13 A	14	15	16	17	18	19	20	21	22	23	24	A	25	26	27	90%
42 2016-BDS-36	KRITIKA	1		2	3	4	5	6	A	7	8	9	A	A	10	A	11	15 12	16	17	18	19	20	21	22	23		25	A	26	27	28	93%
13 2016-BDS-38	MADHU SHARMA	1		2	A	3	4	A	A	5	6	A	7	8	9	10	11	12	13	14	15	16	17	18	19	20			22	23		25	83%
44 2016-BDS-39	MAHIMA	1		2	3	4	A	5	6	7	A	A	8	9	10	11	12	13	13	14	15	16	17	18	19	20			23	24		26	87%
15 2016-BDS-40	MANISHA LOHIA	1	_	COLUMN STREET, ST.	3	4	5	6	A	7	8	9	10	11	12	13	14	15	14	15	18	17	18	19	20	21			24	25		27	90%
6 2016-BDS-41	MARY PAO	1	-	-	3	Α	Α	4	5	6	А	A	7	8	9	12	11	12	13	14	A 10	19 A	20	21	22	A		24	25	26		28	93%
7 2016-BDS-43	MEGHNA LAMBA	1	-	-	2	3	A	4	5	6	7	8	9	Α	10	11	12	A	13	14	15	16	15	16 A	17	18			21	22		24	80%
	MONICA VARSHNEY	A	_		2	3	-	5	6	A	7	8	9	10	11	12	А	13	14	15	16	17	18	19	A	20			22	23		25	83%
	NEERAJA PILLAI NEHA BIDHURI							5	6	7	8	9	10	11	A	А	А	12	13	A	14	15	16	17	A	18			23			26	87%
	NIKITHA NAIR						4		6	7	8	A	9	10	11	12	13	14	15	Α	16	17	18	A	19	20				21 23	22		77%
	NILOFER KHATOON							5	6	7	8	A	9	10	11	12	13	14	15	A	16	17	18	A	19	20		22		23	24		83%
	NISHTHA YADAV						4		6	7	8	9	10	11	A	A	A	12	13	A	14	15	16	17	A	18		A	_	21	22		83%
54 2016-BDS-51							4		A	5	6	A	7	8	9	10	11	12	13	14	15	16	17	18	19					24	25		87%
	PAYAI VASUDEVA						5		6	7	8	9	10	A	11	12	13	14	15	16	17	18	19	20	21			24		25	26		90%
56 2016-BDS-53							4		A	5	9	10	11	12	13	14	Α	15	16	17	18	19	20	21	22	· · · · · · · · · · · · · · · · · · ·		25		26	27		93%
57 2016-BDS-54						4		6	A	7	6	A	7	8	9	1.2	11	12	13	14	15	16	17	18	19	Contractory and the second		22		24	25		87%
		-	1.		-	-		0	A .		Ó	9	A	A	10	А	11	12	13	14	15	16	17	18	19	20	A					16	83%

59 2016-BDS-5	6 POORVI	_	_			-	A	4 9			7	8	9	A	10	11	12	TA	1	-	-	-											
60 2016-BDS-5		-	-	-	3	4	5	6	1 8) 1	0 1	1	12	13	14	-	A	13		15	16	17	A	18	19	20	21	1 22	1 22	1	-	-
61 2016-BDS-51	r to to the bigitt	-	-		_	3	4	A A	5		5		7	8	9	10	A	15	16	17	18	19	20	21	22	23	24		-			25	839
62 2016-BDS-59	-	-		_	_	3	4	5 6	7	1		-	9	10			11	12	13	14	15	16	17	18	19	20	-					28	93%
63 2016-BDS-60		-	1	2	3	A	A	4 5	6	1			7		A	11	12	13	14	A	15	16	A	17	18		21	-				26	87%
			1	2	3	4	5	6 A	7	8	_	-	A	8	9	10	11	12	13	14	A	A	15	16	17	19	A		-	-		24	80%
64 2016-BDS-61		1	L	2	A	3	4	A A	5					A	10	A	11	12	13	14	15	16	17	18		18	19					24	80%
65 2016-BDS-62		1	L	2	3	4	A	5 6	-			-		8	9	10	11	12	13	14	15	16	17	18	19	20	A	-		-	24	25	83%
66 2016-BDS-63	1. CONTACT NONTAIN	1		2	A	3	4	5 6	-		-	-	3	9	10	11	12	13	14	15	16	17	18	-	19	20	21	-		24	25	26	87%
67 2016-BDS-64		1		2	A	3	4	5 6						10	A	11	12	13	14	A	15	16		19	20	21	22	-	-	25	26	27	90%
68 2016-BDS-65		1		2	A	3	-	A A						10	A	11	12	13	14	A	15	16	A	17	18	19	A	20	21	22	23	24	80%
69 2016-BDS-66	THE OTHER AND A TAIL	1		_	_	-	-	5 6			-			8	9	10	11	12	13	14	15	16	A	17	18	19	A	20	21	22	23	24	80%
70 2016-BDS-67		A	_	-	-	-		5 6			9	-		A	11	12	13	14	15	16	17		17	18	19	20	21	22	23	24	25	26	87%
71 2016-BDS-69	RUKSHAR KHATOON	1		_	-	-	-						0	11	12	13	14	15	16	17	18	18	19	20	21	22	23	24	A	25	26	27	90%
72 2016-BDS-70	SAHIL BHOGAL	1	-	_	_	3	-			8		9		10	11	12	13	14	15	A		19	20	21	22	23	24	25	26	27	A	28	93%
3 2016-BDS-71	SAKSHI	1	-	-	_	-		5 6	7	8	-	10)	A	11	12	13	14	15	16	16	17	18	A	19	20	21	22	A	23	24	25	
4 2016-BDS-72	SAMEERA DAWAR	1		-	-	-	-	A 6	7	8	9	10)	11	12	A	13	14	15		17	18	19	20	21	22	23	24	A	25	26	27	839
5 2016-BDS-73		A	-	-	-	-	-	6 A	7	8	9	A		A	10	A	11	14		16	17	18	19	A	20	21	22	A	23	24	25		90%
6 2016-BDS-75	SAUMYA VERHWANI	-	-	-	2 1	-		5 6	A	7	8	9		10	11	12	A	and the second se	13	14	15	16	17	18	19	20	A	21	22	23	-	26	87%
2016-BDS-76	SHAILY SHARMA	1	-	-	-	3 4	1 1	5 6	7	8	9	10		A	11	12		13	14	15	16	17	18	19	A	20	21	22	23		24	25	839
2016-BDS-78		1		-	3 4	1 9	5 6	5 7	8	9	10	-	-	12	13		13	14	15	16	17	18	19	20	21	22	23	24	-	24	25	26	879
2016-BDS-80	SHERIEN HUSSAIN	1	-	-		3 4	4	A A	5	6	A			8		14	A	15	16	17	18	19	20	21	22	23	24		A	25	26	27	90%
0 2016-BDS-80	SHIVANI CHOPRA	1	2	1	4	1 5	6	5 7	A	8	9	A			9	10	11	12	13	14	15	16	17	18	19	20	-	25	A	26	27	28	93%
	SHIVANI YADAV	1	2	3	4	A	5	5 6	7	A	8	9			11	A	12	13	14	15	A	16	17	18	19	-	21	22	23	24	25	26	87%
2016-BDS-82	SHRUTI MITTAL	1	2	3	4	5	6	A	7	8	9	-			11	12	13	14	15	16	17	18	19	20		20	21	22	23	24	25	26	87%
2016-BDS-83	SHWETA MITTAL	1	2	3	4	5	6		7	A	-	A		_	10	A	11	12	13	14	15	16	17		21	22	A	23	24	A	25	26	87%
3 2016-BDS-84	SIMRAN CHADHA	1	2	3	4	-	-		7	-	8	9	_	10	A	11	12	A	13	14	15	A		18	19	20	A	21	22	23	24	25	83%
2016-BDS-85	SPARSH CHOPRA	1	2	-	-	-	-	-		8	9	10	-	11	12	A	13	14	15	16	17	18	16	17	18	19	20	21	22	A	23	24	80%
2016-BDS-86	STUTI SHEKHAR	1	2	-	-	-	-	-	7	8	9	10	1	1	12	13	14	A	15	16	17		19	A	20	21	22	A	23	24	25	26	87%
2016-BDS-87	SUKRITI MADAN	1	-	-	-	-		-	7	8	A	9	1	.0	11	12	13	14	15	A		18	19	20	21	22	23	24	25	26	A	27	90%
2016-BDS-88	TANYA ARORA	1	-		-				6	A	A	7	8	8	9	10	11	12	13		16	17	18	A	19	20	21	22	A	23	24	25	
2016-BDS-89	TANYA SAINI	1	2	-	-	-	-		7	8	9	A	1	A	10	A	11	12		14	A	A	15	16	17	18	19	20	21	22	23	24	83%
2016-BDS-90	TENZIN TSEY ANG	-	-	A	-	4	-	-	7	A	8	9	1	-	A	11	12	13	13	14	15	16	17	18	19	20	A	21	22	23	24	_	80%
2016-BDS-91	TRANNUM	1	2	3	-	-		-	7	8	A	9	1		11	12	13		14	A	15	16	A	17	18	19	A	20	21	22		25	83%
2016-BDS-92	TSERING DOLKER	1	A	2	-	-		6	7	A	8	9	1	-	11	12		14	15	A	16	17	18	A	19	20	21	22				24	80%
2016-BDS-93		A	1	2	3	-	5	A	6	7	8	9	A	-	10		13	A	14	15	16	17	18	19	20	21	22	A	A	23		25	83%
	URVASHI SAINI	1	2	3	4	5	6	7	8	9	A	10	1			11	12	13	14	15	16	17	18	19	20	A	-		23	24	25	26	87%
2016-BDS-94	V SHARON CHANDRALEGA	1	2	3	4	5	6		7		-			1	A	12	13	14	15	A	16	17	A	18	19	20	21	22	23	24	25	26	87%
2016-BDS-95	VAISHALI	-	_	-	-	1'	0	A	/	A	8	9	10	0	A	11	12	A	13	14	15				19	20	21	22	A	23	A	24	80%
2016-BDS-96		1	A	2	3	A	4	5	6	7	8	9	A		10	11		-			15	A	16	17	18	19	20	21	22	A	23	24	80%
2016-BDS-98	VAISHALI BALIYAAN	1	A	2	3	4	5	6	7	8	9	10	11	-	-		12	A	'13	14	15	16	17	A	18	19	20				-		80%
2016-BDS-98	VAISHALI YADAV	1	2	3	4	5	6	A	7	8	9	A	-	-	12	13	14	15	16	17	18	19	A	20	21		_	21	22	-		25	83%
2010-005-99	VISHAL PANCHAL	1	2	A	3	4	A	A	5	6	A	7	A		10	A	11	12	13	14	15	16	17	18	19	A 20	22	A	A	23	_	24	80%
	Course co-ordinator								-		-	+ '	8	-	9	10	11	12	13	14	15	16	17	18	19	20	A 21	21 22	22	23	24	25	83%

Princi Princi Hand Faculty of Carifal Columnia, Inc. Rector-43, Aravalli Hills Surajkund Road-Badkhal Road Faridabad-12:1004



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(Faridabad, Haryana) (Deemed to be University under section 3 of the UGC act, 1956)

Faculty of Dental Sciences Academic Year 2020-21

It is to certify th	nat			Ro	II No: _		student
of					_ prog	ramme	of MRIIRS
has successfully	completed the	certificate	course / v	value-added	course	titled	"PRACTICE
MANAGEMENT PR	OGRAMME" cou	urse code "I	DS-VA-002	" conducted	by the	Depart	ment from
07.08.2020 to 21.11.2	2020.)					

Course Coordinator

Date: 06.01.2021