



## OUR VISION

To be an institution of excellence in higher education that continually responds to the changing social realities through the development and application of knowledge, towards creating a people-centred and ecologically sustainable society that promotes and protects the dignity, equality, social justice and human rights for all, with special emphasis on marginalised and vulnerable groups.

## OUR MISSION

In pursuance of its vision and guiding principles, the Tata Institute of Social Sciences organises teaching programmes to facilitate the development of competent and committed professionals for practice, research and teaching; undertakes research; develops and disseminates knowledge; and reaches out to the larger community through extension, at the local, national, regional and international levels.



### Tata Institute of Social Sciences

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PROSPECTUS FOR  
**DIPLOMA IN HOSPITAL  
ADMINISTRATION**  
(Evening Programme)  
2007-2008



**School of Health Systems Studies**  
**TATA INSTITUTE OF SOCIAL SCIENCES**

(A Deemed University)  
Deonar, Mumbai - 400 088

**INSTITUTE DEEMED TO BE A UNIVERSITY**

Number F, 11-22/62-U2,  
Government of India  
Ministry of Education  
New Delhi, the 29th April, 1964

**NOTIFICATION**

In exercise of the powers conferred by Section 3 of the Grants Commission Act, 1956 (3 of 1956) the Central Government, on the advice of the Commission, hereby declared that the Tata Institute of Social Sciences, Bombay, which is an institution for higher education, shall be deemed to be a University for the purpose of the said Act.

Sd/-  
(PREM KRIPAL)  
Secretary

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## **I. TATA INSTITUTE OF SOCIAL SCIENCES: AN INTRODUCTION**

The Tata Institute of Social Sciences (TISS) was established in 1936, as the Sir Dorabji Tata Graduate School of Social Work. The first school of social work in India, the TISS was a pioneering effort, characteristic of the Sir Dorabji Tata Trust. The TISS subsequently influenced the direction of social work education and social research in India. The year 1964 was an important landmark in the history of the Institute, when it was recognised as a Deemed University by the University Grants Commission (UGC).

Since then, the TISS has been expanding continuously in terms of educational programmes and infrastructure. While responding to the changing needs of the social and educational system in the country, the Institute has gone far beyond the initial concern of social work education. Thus, what started out as a small institution offering a post-graduate diploma in Social Work, grew into a Deemed University and, as a result, diversified its activities.

Since its inception, the TISS has never limited itself to the mandate of a conventional university; rather, it has worked for the promotion of sustainable, equitable and participatory development, social welfare and social justice through:

- value-based professional education for social work and other human service professions;
- social research and dissemination of socially relevant knowledge;
- social intervention through training and field action projects;
- contribution to social and welfare policy and programme formulation at state, national and international levels; and
- professional response to national calamities, through relief, rehabilitation, and disaster management.

Over the years, the Institute has made a significant contribution to policy, planning, action strategies and human resource development in several areas, ranging from sustainable rural and urban development to education, health, communal harmony, human rights and industrial relations. In all cases, the focus has been on the disadvantaged and marginalised sections of society, such as organised and unorganised labour, women, children, Dalits, and tribals.

Today, the TISS has earned recognition as an institution of repute from different Ministries of the Government of India (GoI), various State Governments, international agencies such as the United Nations, and the non-government sector, both national and international. This is due to a positive work ethos and creativity in the Institute, strong linkages among education, research, field action and dissemination, and social commitment and responsiveness to varying social needs. The National Assessment and Accreditation Council awarded a 5 Star rating to the TISS in 2002.

## II. SCHOOL OF HEALTH SYSTEMS STUDIES

The School of Health Systems Studies (SHSS) was established on February 15, 2006. The School was previously known as the Department of Health Services Studies, which was set-up in 1989 with the objective of undertaking training, research, field action, and consultancy in the field of health services studies.

The Diploma in Hospital Administration (DHA) programme is offered by the SHSS. The School also offers two, full-time, master's degree programmes, in health administration and hospital administration. The School also organises several short-term training programmes in primary health care management and health care management. It also undertakes research projects sponsored by international and national organisations.

The SHSS aims to prepare a cadre of competent, skilled and motivated professionals to take on managerial roles in the health and hospital administration field; carry out high quality social research and need-based intervention to contribute to knowledge production and evidence-based health policy and programme planning; do capacity-building; document and disseminate knowledge for wider use; and be in the forefront of health-related work in the country and beyond.

## III. DIPLOMA IN HOSPITAL ADMINISTRATION

The DHA programme fulfils specific needs of hospitals. The syllabus and course content take into consideration the existing background of available personnel, as well as the future needs of hospitals.

This comprehensive programme will provide a professional qualification to those who wish to take up hospital administration as a career. It will be of immediate benefit to those currently engaged in hospital administration at senior and middle levels.

## IV. CURRICULA AND FACULTY

### Distribution of Credit Hours

The total credit hours for the programme is 44 as detailed below:

16 Theory Courses	32 credit hours
2 Months of Field Work	8 credit hours
Project Report	4 credit hours
<b>Total</b>	<b>44 credit hours</b>

<b>COURSE LISTING</b>	
HA 1	Management Principles and Practices
HA 2	Research Methodology and Statistics
HA 3	Health Policy and Administration
HA 4	Personnel Management
HA 5	Labour Legislation and Legal Framework
HA 6	Financial Management
HA 7	Organisation and Administration of Supportive Services
HA 8	Case Studies-I (Seminar Course)
HA 9	Organisational Behaviour
HA 10	Economics of Health
HA 11	Information Management
HA 12	Organisation and Administration of Clinical Services
HA 13	Quality Management
HA 14	Materials Management
HA 15	Hospital Planning
HA 16	Case Studies-II (Seminar Course)

### **Course Description**

Each Theory course is of 2 hours duration per week and carries 2 credit hours each.

#### **HA 1: MANAGEMENT PRINCIPLES AND PRACTICES**

*Objective* The course projects hospital as a formal organisation to be managed effectively. It analyses the management concept and different managerial issues in the hospital.

*Contents*

- I. Hospital as a formal organisation: concept of formal organisation, goal, structure and technology in the hospital. Types of hospitals: concept of management, models of management, traditional model, human relations model and human resource model.
- II. Planning, policy and delegation, management of the medical team: committee system and different types of

committee governing the medical team. Management of para-medical personnel: nurses and others.

- III. Management by objective, managerial issues in the hospital, role of the hospital administrator.

**(Dr. H.P. Thakur)**

### **HA 2: RESEARCH METHODOLOGY AND STATISTICS**

*Objective* The course intends to help the trainee in his/her project work. It also provides adequate research inputs for the trainees to undertake research work in their hospitals where survey design and secondary data analysis are involved.

- Contents*
- I. Problem formulation: concepts, hypothesis, variables, types of relationships among variables.
  - II. Research designs: survey and case study. Methods, techniques and tools of data collection: available data through secondary analysis, problems in data collection. Sampling designs. Data Processing manual and electronic. Report writing.
  - III. Introductory statistics. Sampling techniques, correlation techniques, testing of hypothesis.

**(Dr. V. Gowri)**

### **HA 3: HEALTH POLICY AND ADMINISTRATION**

*Objective* The course gives an overall view of health care and its implications on hospital services. It also deals with the role of different national and international agencies in health care. The course gives emphasis on primary health care administration.

- Contents*
- I. Historical growth of public policy in health and medical care. Institutionalised medical care movement in India. Health in the Indian Constitution and its significance for administration. Review of health policy in India. Health administration in India: Central and State level directorates and administrative ministries, their authority and functions.
  - II. Functions of national agencies engaged in various aspects of public health and medical care. Medical education and research in India: organisation, administration and structure. Role of hospital in medical education and research and the functions of the hospital administrator. Role of hospital in outreach services.

- III. Primary health care administration: different programmes, approaches and strategies.
- IV. Role of International agencies like WHO and UNICEF in health care.

**(Dr. Ramila Bisht)**

#### **HA 4: PERSONNEL MANAGEMENT**

*Objective* The course is intended to give the trainees knowledge of personnel management and industrial relations, which will be useful from the job point of view.

- Contents*
- I. Concept, definition and scope of personnel management.
  - II. Role of personnel function; line and staff: concept, relationship.
  - III. Personnel functions: managerial, operative.
  - IV. Procurement of humanpower: humanpower planning, job analysis, recruitment, selection, transfer, promotion procedures.
  - V. Time keeping: personnel records and statistics. Wage and salary administration.
  - VI. Industrial relations: concept, determinants of industrial relations, supervision and its problems, grievance handling, methods of conflict resolution.
  - VII. Union–management relations.
  - VIII. Employee welfare: concept scope, approaches to employee welfare, content of welfare.
  - IX. Retirement provisions.

**(Visiting Faculty)**

#### **HA 5: LABOUR LEGISLATION AND LEGAL FRAMEWORK**

*Objective* The course orients the trainees on legal matters related to hospital employees and patients.

- Contents*
- I. Scope of labour legislation applicable to hospitals; scope and applications of the following labour legislations in hospitals: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Equal Remuneration Act, 1976; and Industrial Disputes Act, 1947.
  - II. Court procedures: types of courts dealing with civil and criminal cases related to hospitals; different court procedures.

- III. Medico-legal problems; types of medico-legal cases; procedures to handle medico-legal cases; police investigations and court deliberations, death certificates.
- IV. Medical negligence and medical malpractice: areas of medical negligence and medical malpractice; laws related to medical negligence and medical malpractice; steps to curtail medical negligence and medical malpractice at the hospital level.

**(Visiting Faculty)**

#### **HA 6: FINANCIAL MANAGEMENT**

*Objective* The course orients the trainees in financial planning and control, apart from providing basic knowledge in routine accounting procedures.

- Contents*
- I. Finance, accounting principles and practices: Functions of finance, financial management; application of financial management in hospitals. Difference between working capital and long-term funds.
  - II. Capital investment analysis: Objects and kinds of capital investments. Origin and analysis of capital investment proposals. Capital finance decisions; factors and approaches in capital finance decisions. Measurement and sensitivity analysis of proposals. Financial feasibility method: implementation and improvement of planning and control. Alternative courses of action and their economic assessment in potential changes.
  - III. Sources of financing. Allocation of resources: capital and operating expenditure. Budgeting: systems, techniques and kinds of budget; budgeting for a proposed and for an existing hospital. Forecasting and planning for bed-need and facility. Rate setting for services.
  - IV. Cost analysis: Cost-benefit analysis and cost-effectiveness analysis. Cost control systems: ratio analysis and use of financial ratios in hospitals. Value and rate of return calculations and their importance in hospital activities.
  - V. Cash management methods, procedures and some aspects of cash management in hospitals. Management reports. Future trends in hospital financing and financial management.

**(Visiting Faculty)**

### **HA 7: ORGANISATION AND ADMINISTRATION OF SUPPORTIVE SERVICES**

*Objective* The course helps the trainees to assess the supportive services needed for generating effective health services.

*Contents*

- I. Principles and methods of organising supportive services for hospitals of different sizes. Role of supportive services/departments in the total hospital services system. Study of the importance, functions, organisation, staffing pattern, utilisation and work load, records, location and space, equipment, standards and evaluation of the following supportive services.
- II. Enquiry, admission office, business office, nursing services, ward management, house-keeping, pharmacy services, blood bank, central sterile supply services, dietary services, laundry services, medical records and mortuary.

**(Visiting Faculty)**

### **HA 8: CASE STUDIES-I (SEMINAR COURSE)**

*Objective* The course gives an opportunity to the trainees to bring forth and analyse various management issues in seminar groups.

*Content* In this course, a few case studies will be presented by the course teacher for discussion, followed by the students preparing papers on selected topics related to various management issues in the hospital and presenting them for seminar discussion.

**(Mr. M. Mariappan)**

### **HA 9: ORGANISATIONAL BEHAVIOUR**

*Objective* The course gives emphasis on the human behaviour aspects of management. Hospital being a human system, these aspects become crucial in hospital management.

*Contents*

- I. Organisational behaviour: scope, concept and areas covered. Motivation: definitions, theories, application of motivation theories.
- II. Leadership and supervision: concept, factors influencing leadership role, essentials of leadership styles, supervision and patterns of supervision.
- III. Decision- making: concept, the decision-making process, types of decisions, factors influencing decision-making, management decision techniques.

- IV. Division of labour: principles of division of labour groups in organisations. Types of groups: formal and informal groups. Group process: characteristics of groups; group culture and social influence. Communication: types of communication, application of different types of communication.
- V. Co-ordination: administrator's role in co-ordination.
- VI. Organisational dynamics and change: types of changes; sources of change; the change process; the human element in change.
- VII. Organisational development: concept, objectives and goals; process, behavioural science approach to organisation development.

**(Mr. M. Mariappan)**

#### **HA 10: ECONOMICS OF HEALTH**

*Objective* The course orients the trainees to the economic aspect of health planning of the nation. In the hospital setting, the course helps the trainees to understand the sources of funds and its effective utilisation to achieve a better quality of hospital services within a reasonable cost.

*Contents*

- I. Economic aspects of health care in India. Five-year plans. Budgets of the Central and State Governments. Non-governmental agencies.
- II. Hospital revenues: sources and methods of funding hospitals, grants-in-aid and other schemes for various hospital models. Hospital costs: an analysis of various types of hospitals. Hospital efficiency: economic determinants of hospital break-even point. Choice of alternatives. Hospital budget and its control functions.
- III. Supply, distribution and utilisation of medical and other staff, equipment and stores. Economics of diagnostic, investigative and outreach services. Health insurance: its scope in India; ESI scheme, C.G.H.S. and other health care schemes.

**(Visiting Faculty)**

#### **HA 11: INFORMATION MANAGEMENT**

*Objective* The course orients the trainees on the ways of managing hospital information for the effective functioning of the hospital. It gives emphasis on the computerisation of hospital services.

- Contents*
- I. Concept of information management, use of information in hospital administration; application of information system in hospitals.
  - II. Confidentiality, security and privacy of hospital information system.
  - III. Data base management systems.
  - IV. Introduction to computers.
  - V. Areas of computerisation in the hospital: patient care, medical records, and business administration.
  - VI. Management of computerisation project in the hospital.

**(Visiting Faculty)**

**HA 12: ORGANISATION AND ADMINISTRATION OF  
CLINICAL SERVICES**

*Objective* The course helps the trainees to determine the clinical needs of patients, doctors and other para-medical personnel, so that these clinical services can be better organised and administered.

- Contents*
- I. Principles and method of organising clinical services for hospitals of different sizes.
  - II. Study of the importance, function, organisation, staffing pattern, utilisation and work-load, records, location and area, equipment and standards, and evaluation of the following clinical services: out-patient medical, surgical, obstetric and gynaecological, paediatric, orthopaedic, radiological, laboratory, casualty and emergency, intensive care unit, special clinics, super-special, and operation theatre services.

**(Visiting Faculty)**

**HA 13: QUALITY MANAGEMENT**

*Objective* The course will orient the students to be conscious of the quality of hospital services and give them skills to develop and monitor quality assurance programmes to maintain quality of hospital services.

- Contents*
- I. Evolution of the Quality Movement: Quality Assurance, Total quality management, continuous quality improvement.
  - II. Need for Quality Management Initiatives in Health Care.

- III. Theories and principles of Quality Assurance: Principles, Juran, Trilogy, Kaizen, Philip Crosby's Principles.
- IV. Tools for Quality Management: Improvement techniques, Planning techniques, Measurement techniques.
- V. Benchmarking for Quality Standards: ISO 9000 series, Malcolm Baldrige Award.
- VI. Implementation Strategies for Quality Programmes: Training for Quality, leadership issues, selection of pilot projects, quality circles.
- VII. Quality Initiatives in Indian Health Care Organisations.

**(Visiting Faculty)**

#### **HA 14: MATERIALS MANAGEMENT**

*Objective* To train the trainees in scientific methods of purchasing, storing and dispensing. It also orients the trainees in aspects of the maintenance of hospital.

*Contents*

- I. Stores: concept of stores; importance of stores in the hospital setting; types of stores in a hospital; stores' routine; supply and replacement of stocks; cards system and use of bin cards; stock verification; control of pilferages.
- II. Inventory control: meaning, scope and definition of inventory. Advantages of inventory control – ABC-VED analysis. Economic order quantity (EOQ); lead time; safety stock; quality control over supplies.
- III. Purchase right quantity, right quality, right prices, right time, right source. Price forecasting methods. Methods of purchasing: use of ABC-VED analysis in purchase control; purchase through rate contract, and other methods; tendering procedures; purchase versus leasing decision; purchase of capital equipment and other major investments; international purchasing. Import tariffs, policies and procedures. Customs and excise and exemptions. Letter of credit and other formalities relating to imports.
- IV. Maintenance: preventive maintenance, repairs. Areas of maintenance: equipment maintenance, plant maintenance and property maintenance. Maintenance contract.

**(Visiting Faculty)**

**HA 15: HOSPITAL PLANNING**

*Objective* The course gives a comprehensive idea of hospital project from conception to its commissioning.

*Contents*

- I. Promotion of a hospital: setting up mission and goals.
- II. Feasibility study: identifying geographical areas and patient group size and types of hospital facilities.
- III. Available financial and human resources. Selection of architect and contractor.
- IV. Hospital design: different hospital designs; consideration of energy; physical movements; preparing architect's brief.
- V. Equipping the hospital: preparing equipment list; built-in equipment; equipment installation.

**(Visiting Faculty)**

**HA 16: CASE STUDIES-II (SEMINAR COURSE)**

*Objective* The course gives an opportunity to the trainees to share the problems and innovations which they have encountered during their first internship period in a hospital.

*Content* In this course, the students will prepare papers from their internship experience on different management issues, new systems of operation, innovations and new projects, and present them for a seminar discussion.

**(Mr. M. Mariappan)**

**V. ELIGIBILITY**

- (i) A Bachelor's Degree (under 10+2+3 or 10+2+4 or 10+2+2+1 year bridge course pattern of study or any other pattern fulfilling the mandatory requirements of 15 years of formal education), either in medicine or paramedical faculty, with a minimum of 3 years work experience in a health care institution or a Bachelor's Degree in any other faculty (under 10+2+3 or 10+2+4 or 10+2+2+1 year bridge course pattern of study or any other pattern fulfilling the mandatory requirements of 15 years formal education), with 45% of marks (35% for Scheduled Castes [SCs]/Scheduled Tribes [STs]) and with a minimum of 5 years work experience in a health care institution.
- (ii) Age under 45 years as on June 25, 2007. In a special case, this limit may be relaxed.
- (iii) *Special Students:* Persons holding the necessary academic qualifications may be permitted to audit a maximum of three

lecture courses per semester, on the payment of Rs. 100/- per course as special students. Such students may be given an attendance certificate provided they meet the attendance requirements as specified under VIII.

### RESERVATIONS

#### **Scheduled Caste and Scheduled Tribe Candidates**

As per GoI requirements, 15 % and 7.5% seats are served for SC and ST candidates, respectively, in all the programmes.

#### **Persons with Disability**

3% seats are reserved for Persons with Disability (PWD) of which 1 % each is reserved for (a) Low Vision/ Blindness, (b) Hearing Impairment, and (c) Locomotor Disability/Cerebral Palsy.

### VI. SELECTION

Those satisfying the eligibility requirements will be called for an interview by the Selection Committee. The list of selected candidates will be notified on the Institute Notice Board. The Institute does not take responsibility for informing by post. Candidates may make enquiries through Telephone No. 2556 3289 (8 lines), Extn. 252.

### VII. APPLICATION PROCEDURE

- (i) The DHA Prospectus and Application Form can be obtained by paying Rs. 150/- in person or by sending a demand draft of Rs. 150/- drawn in favour of **The Registrar, Tata Institute of Social Sciences**, Mumbai. Application for admission must be made in the prescribed form. The registration fee of Rs. 250/- should accompany each application for admission.
- (ii) The Prospectus and Application Form can also be downloaded from the TISS Website, [www.tiss.edu](http://www.tiss.edu). Please note that while submitting the downloaded Application Form, a registration fee of Rs. 250 should accompany it.
- (iii) The application will not be considered unless the form is completed and all relevant papers are received in time. Candidates should send only attested copies of their certificates along with the applications.

**Last date for submission of application by post or in person is June 08, 2007, and the interviews will be held in June 2007. The interview dates will be intimated to the eligible candidates through call letters.**

## VIII. REQUIREMENTS FOR PASSING THE DIPLOMA IN HOSPITAL ADMINISTRATION

### Discipline

Candidates admitted to the Institute will be under the discipline of the Director and other concerned officers. The Director will have the power to take disciplinary action including laying of fines, suspension and/or revocation of registration as a student.

### Attendance

- (i) *Regularity*: Every student is expected to maintain full attendance in the class as well as field work and the fulfilment of required assignments. Any irregularity in this regard, or absence without prior permission, will affect the evaluation of the student concerned and may entail disciplinary action.
- (ii) *Absence from Classes*: A student is allowed to appear for the examinations provided he/she fulfils the attendance requirements. In exceptional cases, and whenever possible with the prior permission of the course teacher/Dean, SHSS, a student may be allowed a maximum absence of 25 per cent of the total periods of class instruction in a semester. In the case of those who exceed 25 per cent, but are within 33 per cent, the Director may, in consultation with the Dean, SHSS, condone such absence if the course teacher and the Dean are satisfied with the genuineness of the reasons of absence. However, the student should maintain 50 per cent of attendance in each course. A student, who fails to meet the attendance requirements in a semester, will not be allowed to appear for the examination in that semester, and the student will have to repeat the semester in the next academic year. In the case of a student exceeding 33 per cent of absence, the Director and the Dean, SHSS, may consider all genuine cases of illness and other emergencies, taking into consideration the total record of the student's regularity. The Director may condone such an absence.
- (iii) *Absence from Internship Training*: A student, who is absent for more than two days in internship for any reason, will have to compensate the days of his/her absence in toto, in accordance with the instruction of the internship instructor concerned. Students are expected to attend their internship agencies even when the Institute remains closed, as the students will follow the agency holidays. Unauthorised absence from internship is not permitted.
- (iv) *Leave Sanctioning Authorities*: Leave upto 7 consecutive days will be considered by the Dean, SHSS, and beyond 7 days by the Director, on the recommendation of the Dean, SHSS.

- (v) Late joining will be permitted upto one week. This absence will be treated as leave of absence under (ii).

### **Internship**

Internship enables the trainee to integrate and reinforce the knowledge acquired in the classroom with actual practice, under the guidance of a competent supervisor, who is normally a faculty member of the Institute or a senior hospital administrator of the receiving hospital.

The trainees will be required to undergo internship training twice during the DHA programme. At the end of the first semester, they will be placed in a hospital for one month to study the overall administration of the hospital, in general, and a few departments in particular. At the end of the second semester, they will be placed in the hospital again for one month to undertake more advanced problem-solving activities. The trainees will be given an opportunity to work in different types of hospitals, e.g. small and large, private and public hospitals.

### **Project Report**

- (i) A project report gives an opportunity to the trainee to undertake problem-solving, planning or research activity in an area of interest relevant to his/her work situation. The subject area will be identified in the middle of the first semester and each student will be allotted a guide. The project report consists of 75–100 pages and can be either a research exercise, a planning exercise, or a problem-solving exercise.
- (ii) One bound copy of the project report should be submitted to the Section Officer (STP), on or before the last working day of March in the second semester, bearing the signature of the guide. Failing this, the student will be treated as having failed in the project report and it will appear as a 'supplementary examination' in the grade card.

### **Examination**

Students must be regular in attendance and pass periodical tests as well as comprehensive examinations. A teacher may evaluate the students on the basis of attendance, classroom participation, and examination. In such a case, the student will be evaluated for 20 per cent weightage for his/her attendance and classroom participation, and 80 per cent weightage for a 2-hour examination.

### **Requirements for Passing**

- (i) A student's work will be evaluated in grade points under the seven-point scale fixed by the UGC. The grades, grade point and percentage equivalents are as follows:

<i>Grade</i>	<i>Grade Point</i>	<i>Percentage Equivalent</i>
'O' = Outstanding	5.50-6.00	75-100
'A' = Very Good	4.50-5.49	65-74
'B' = Good	3.50-4.49	55-64
'C' = Average	2.50-3.49	45-54
'D' = Below Average	1.50-2.49	35-44
'E' = Poor	0.50-1.49	25-34
'F' = Very Poor	0.00-0.49	00-24

The grade point average is calculated to two decimal points.

- (ii) *Grading for Each Semester:* The grade points obtained for each course completed by the student, are multiplied by the credit hours given to that particular course, and the sum total of the products of the grade points and credit hours, thus obtained, is divided by the total number of credit hours, for the courses for which the student has fulfilled all the requirements in the semester.
- (iii) *Grading for the Total Programme:* The grade points obtained, for each course offered during the programme, multiplied by the credit hours given to the course in the relevant semester, are added up and divided by the total number of credit hours for the entire programme.
- (iv) To qualify for the Diploma, a student should get at least a grade point of 1.50 in individual courses, internship and project report and should maintain a minimum grade point average of 2.50.
- (v) A student, who fails to obtain a minimum grade point average of 2.50 at the end of the programme may repeat the examination(s) of one or more courses to increase his/her average grade point to 2.50.
- (vi) A student, who is awarded 'E' or 'F' grade in an individual course, will be considered to have failed in the course.
- (vii) A student, who has failed in one or two courses, will be allowed to appear once again for a supplementary examination. If he/she fails in the supplementary examination, he/she has to take the examination as and when it is offered.
- (viii) A student who has failed in more than two courses in a semester will be deemed to have failed in all the courses of that semester. Such a student will have to reappear for the examinations of all the courses, except for the courses in which he/she has obtained a grade point of 4.50 or more. However, he/she need not attend the classes of that semester again and will be allowed to proceed to the next semester.
- (ix) A student, who has obtained 'D' grade and is desirous of improving his/her grade in a course, can reappear for an examination in that

course, during the period when the supplementary examinations for that semester are held.

- (x) If, in such an additional examination, the grade obtained is lower than that obtained earlier by the student, the better of the two grades will be the final grade in that course.
- (xi) A student enrolling for the one-year DHA programme, can spread his/her studies over a maximum period of five years, if he/she desires, with the approval of the Dean, SHSS, and the Director.
- (xii) **Mere completion of the prescribed units of work does not confer the right to continue as a student. In addition to satisfactory fulfilment of the various requirements, the student must show an aptitude as well as professional fitness for his/her field of study.**

### Award of Diploma

The students, who have successfully completed all the requirements, will be awarded the Diploma in Hospital Administration.

### IX. FEES AND DEPOSITS

The fees and deposits should be paid to the Section Officer (Cash) on or before the first working day of each semester and an official receipt obtained.

<i>Sl. No.</i>	<i>FEES</i>	<i>SEMESTER I</i>	<i>SEMESTER II</i>
(1)	Admission	1000.00	-
(2)	Tuition	18,000.00	18,000.00
(3)	Identity Card	50.00	-
(4)	Examination	500.00	500.00
(5)	Internship	2,500.00	2,500.00
(6)	Library	1,000.00	-
(7)	Library Deposit (Refundable)	1,000.00	-
(8)	Certificate	-	200.00
(9)	Institute Day	-	50.00
<b>Total</b>		<b>24,050.00</b>	<b>21,250.00</b>
<b>Grand Total</b>		<b>Rs. 45,300.00</b>	

Fees once paid will not be refunded. Crossed cheques should be drawn in favour of '**The Registrar, TATA INSTITUTE OF SOCIAL SCIENCES**'. If the payment of fees is to be made in cash, it should be paid to the Section Officer (Cash) only. Cash timings are from 10.30 a.m. to 3.00 p.m., Monday to Friday.

#### **X. LOCATION AND ACCESS**

The two Campuses of TISS – the Main Campus and the Malti and Jal A. D. Naoroji Campus Annexe – are both located in Deonar in the North-East Section of Greater Mumbai. The Main Campus is situated opposite the Deonar Bus Depot on V.N. PuravMarg, earlier known as the Sion-Trombay Road. This Campus houses most of the school, centres and the administration.

The nearest local railway station isDovandi. State Transport (ST) buses from Kolhapur, Solapur, Goa, Pune, and other cities pass by the Institute and the nearst ST bus stop is 'Maitri Park'. The BEST bus stop nearest to TISS is the Deonar Bus Depot.

<b>Location</b>	<b>Bus Routes</b>
From Dadar Station	92, 93, 504, 506, 521 (all Ltd.)
From ChhatrapatiTerminus	6
From Bandra Station	358, 505 (all Ltd.) and 371
From Kurla Station	362 and 501 Ltd.
From Sion	352

#### **XI. ENQUIRIES**

For further information and/or enquiries, please contact on Telephone 2556 32 89-96 (8 lines) Ext. No. 237, 500 or 502 from 10.30 a.m. to 5.30 p.m. and on 252 from 2.00 p.m. to 8.00 p.m.

*Letters may be addressed to:*

The Dean/ Course Coordinator  
School of Health Systems Studies  
Tata Institute of Social Sciences  
Post Box No. 8313,  
Deonar,  
Mumbai-400 088

**Fax** : 22-2556 2912.

**Email** : stp@tiss.edu

**URL** : <http://www.tiss.edu>

### LIST OF HOLIDAYS FOR 2007

<i>Sl. No.</i>	<i>Holiday</i>	<i>Date</i>	<i>Day</i>
1	Idu'l Zuha (Bakrid)	1st January	Monday
2.	Republic Day	26th January	Friday
3.	Moharram	30th January	Tuesday
4.	Mahashivratri	16th February	Friday
5.	Gudi Padva	19th March	Monday
6.	Mahavir Jayanti	31st March	Saturday
7.	Id-E-Milad (Birthday of Prophet Md.)	1st April	Sunday
8.	Good Friday	6th April	Friday
9.	Buddha Purnima	2nd May	Wednesday
10.	Independence Day	15th August	Wednesday
11.	Janmasthmi	4th September	Tuesday
12.	Mahatma Gandhi's Birthday	2nd October	Tuesday
13.	Idu'L Fitr	14th October	Sunday
14.	Dushehra (Vijaya Dashami)	21st October	Sunday
15.	Diwali (Deepavali)	9th October	Friday
16.	Guru Nanak's Birthday	24th November	Saturday
17.	Idu'l Zuha (Bakrid)	21st December	Friday
18.	Christmas	25th December	Tuesday

\*The dates of these occasions are subject to change depending on the decisions of the State Government in regard to the dates of these occasions. Changes, if any, made by the State Government in these holidays will be followed by the Institute. The students and staff members are requested to note the changes, if any, made by the State Government and observe them except on a day when examination is scheduled.