

# PLACEMENT

BROCHURE 2015-17

Two Year Masters Programmes

School of Health Systems Studies

Phase I : 10 December '2016 - 18 December '2016

Phase II: 13 February '2017 - 19 February '2017



Vision to  
make a Difference



Tata Institute of Social Sciences





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# Director's Message



The Tata Institute of Social Sciences (TISS), established in the year 1936, with the vision of social service and bringing about social change, Over the years TISS has emerged as a leader in teaching, research, training, field action and policy advocacy in the fields of social work, development and social ,health and management sciences.

The Tata Institute of Social Sciences is the Centre of Excellence in the field of Health through its dedicated School of Health Systems Studies (SHSS). This School conducts Master's Program in Health Administration, Hospital Administration, Public health in Social Epidemiology and Public Health in Health Policy, Economics and Finance. Admissions to the masters programmes are based on merit through all India entrance test and selection process. These programs prepare the students for managerial and leadership roles in their respective areas and train them to carry out basic quality work and policy research on diverse health issues.

The value framework of the School of Health System Studies - social ethos and commitments to make healthcare available and accessible for all - provides strong foundation for creating responsible and committed graduates for the health sector.

The students undergo two years of education and skill building .The curriculum integrates theory with internships each semester in different health and hospital settings over a period of two years along with the block placement prior to graduation. All students complete a dissertation of publishable quality. A number of organizations in the healthcare systems and large hospitals from the public and private sector provide field training and internship support to create competent and committed health systems management professionals.

Alumni of SHSS are making meaningful contribution to health sector in all parts of the country and abroad. I feel proud to present the 2015-17 batch of talented, socially conscientious and committed students who will graduate in May, 2017.

I invite you to deploy our graduates to enhance the quality and productivity of healthcare systems and its management. I am confident that they will make meaningful contribution to your organization and society.

## **S. Parasuraman**

Director,  
Tata Institute of Social Sciences

# Dean's Message



**Our motto is to train up professionals with Leadership skills for enhancing the Health scenario of the nation.**

Tata Institute of Social Sciences has created a name for itself globally and nationally for generating the kind of socially conscious, competent, creative and dynamic top class professionals who are required to provide leadership for development and change in rapidly growing and transforming social environment. The School of Health System Studies is one of a kind among few other schools of the Institute which has and will be generating professionals with unique and indispensable skills. This School was a pioneer who saw the requirement of the nation and set up courses like Hospital and Health administration few decades ago – and was the only University that offered these courses for a long time until recently. Our motto is to train up professionals with Leadership skills for enhancing the Health scenario of the nation.

Every year a total of around 130 students gets their postgraduate degrees from the School's four programmes- the Masters in Hospital Administration, the Masters in Health Administration, Masters of Public Health with a specialisation in Social Epidemiology or Masters of Public Health stream with focus on Health Policy, Economics & Financing. In addition the School offers 2 postgraduate diploma programmes in hospital management and quality of healthcare which largely address educational needs amongst in-service candidates and 2 doctoral programmes in the domains of Health Systems Management and Public Health for those who would pursue a career in academics and research.

Our Alumni have brought glory not only for themselves but also the School, Institute and their respective organisations. The candidates who get into the health school go through a rigorous selection process of a written examination and then an interview plus on the spot examination and are a chosen few from a large number of applicants. They come from different backgrounds ranging from medical professionals of both Allopathy and AYUSH systems, and allied health specialities like dentistry, nursing, pharmacy, to social science disciplines like social work, economics and sociology. Going along with a faculty which is also made up of an equally diverse background, this makes for one of the most inter-disciplinary settings ever. Such an inter-disciplinary setting is a must for management sciences and public health in the 21st century. The introduction of choice based courses for the currently graduating batch where students can take up to 8 credits worth of courses from any of the schools in the institute has enhanced the inter-disciplinary nature of our programmes.

While designing the masters programmes, a considerable overlap has been designed across the four programmes we offer so that all students would be well trained in the basics of Social Sciences, Research Methodology, Health Economics and Financing, and the Organization of Health services as a part of the School Foundation course. In addition to this, the Masters in Health Administration lays emphasis on planning and implementation of Health care programmes in Government and the Non-Government sectors. The Master of Hospital Administration programme specializes in management skills required for responding to the

clinical, supportive and administrative challenges of the modern day hospital- be it corporate or public or private and not-for profit. The Masters in Public Health- Health Policy, Economics and Finance emphasizes the skills of articulating policy and providing evidence to support policy makers and planners. The Masters of Public Health - Social Epidemiology specializes in skills that are required to understand the burden of disease and its determinants and to design and manage responsive and resilient health care systems. There is also an emphasis given to the inculcation of core values- with respect to equity, integrity and caring- so that we create public health managers who not only can support and lead change- but have a sense of directions of change as expressed in the Health for All declaration.

The curriculum design is also made for producing professionals who have the skills and the understanding of contexts required for their careers. The interactive classes and the assignments at a group level and individual level ensure that there is healthy spirit of team work where every student gets to work with almost every other student in the same domain. An even more

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**We were a pioneer in postgraduate education in this area and we still are rated as the best- by employer feed-back, by students themselves and by National Academic Accreditation Committee (NAAC) of UGC which gives TISS 3.89 score- amongst the highest in the nation.**

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important strength of the masters programme is the internships- where they are can acquire experiential knowledge from practitioners and knowledge from communities and put

their own classroom acquired knowledge into practice in different rural and urban contexts. Hospital Administration students get a chance of working for 24 weeks in Hospitals of various size and ownership, while Health Administration students spend about the same amount of time getting placed within different fields of Government and Non-Government managed health programmes. The Social Epidemiology students have 20 weeks of Internship during which they are posted at urban and rural areas mainly in public health systems requiring them to understand and consider improvements on the responsiveness and effectiveness of health care systems, using evidence generated from epidemiological and other studies. Health Policy students get to spend a whole of 22 weeks which includes one full semester where they assist health authorities with developing a policy brief that either scopes new policy areas or addresses implementation challenges of some existing policy. In addition to all of the above, each of the students has to submit a Research Dissertation as a part of the academic course.

Student life in TISS is also a rich opportunity for student activities- in culture, in sports, in participatory students' decision making bodies and in interaction with faculty and students across disciplines. All taken together most students find the whole two year experience a transforming experience. We were a pioneer in postgraduate education in this area- beginning our first health and hospital administration almost 25 years back- and our public health courses 8 years back and we still are rated as the best- by employer feed-back, by students themselves and by National Academic Accreditation Committee (NAAC) of UGC which gives TISS 3.89 score- amongst the highest in the nation.

**Prof. T Sundararaman**  
Dean,  
School of Health System Studies.

## From The Placement Co-Ordinator's Desk..



Tata Institute of Social Sciences has stood upright on the resilient foundations of meritorious faculty, distinguished alumni and talented students. The institute has been imparting quality management education to sincere, proactive and committed students for the past 79 years, and has been a catalyst in providing them with outstanding career opportunities.

TISS has grown and spread its wings across the nation with interdisciplinary approach. One of the popular areas of work is health systems development. School of Health Systems Studies (SHSS) has been providing healthcare leadership training and promotes quality healthcare services to all by working with public and private organizations.

Our alumni, today, thrive at the top most positions of the corporate world- a feat which adds to our glory and further strengthens our credence that the finest always flourishes. Intellectual capital is the biggest asset that we craft at our institute through the right mix of academia, co-curricular activities and industry exposure. This combination ensures that the students are groomed into proficient managers.

SHSS students have always been selected by some of the best companies in the industry and the cult continues every year. On behalf of the Placement Committee, I appreciate and welcome your participation in the Placement Process for the batch 2015-17 and look forward to build a synergistic relationship. We assure you that the performance of our students shall be of par excellence and they shall bring laurels to both their employers and their alma mater.

With warm regards,

**Prof. M. Mariappan**

Faculty in-charge - Campus Placement

SHSS, TISS





# Vision & Mission

Vision of the TISS has been to be an institution of excellence in higher education that continually responds to changing social realities through the development and application of knowledge, towards creating a people-centred, ecologically sustainable and just society that promotes and protects dignity, equality, social justice and human rights for all.

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.

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“It is our belief that this school is a part of life and that its students should be trained to make independent judgement, to examine questions from all angles and build a life philosophy which is their own and not a pale imitation of those who have gone before.”

**Clifford Manshardt**  
(Founder Director of TISS, 1936-1961)

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**The TISS works towards its vision through:**

- Creation and provision of socially relevant and high quality professional education in a wide range of inter-disciplinary areas of Social Sciences to a larger number of students from all sections of the society in the country.
- Facilitation of autonomous research and dissemination of knowledge.
- Support knowledge creation through strong M.Phil. and Ph.D. programmes and Post-Doctoral scholars.
- Strategic extension, field action and advocacy through training and capacity building of State and non-State institutions and personnel.
- Initiate field action and advocacy to demonstrate and facilitate creation of policies and programmes.
- Professional response to natural and human-made disasters, through participation in relief and rehabilitation activities

# About

## SCHOOL OF HEALTH SYSTEMS STUDIES

Continuing with its tradition of having a futuristic approach towards development, Tata Institute of Social Science became the pioneer in 1986. In 1989, the institute established the Department of Health Systems Studies with the assistance of the Ford Foundation. In the year 1993, the department added a new feather in its cap by starting the Master in Health and Hospital administration programme.

In its 70th year, TISS restructured all the courses to make them more suited to meet the existing demands and challenges of the healthcare sector. Post restructuring in the year 2006, the Department of Health Systems Studies was renamed as 'The School of Health Systems Studies'. In the year 2008, School of health system studies started the Master of Public Health with a focus on social epidemiology as its unique feature followed by introduction of masters of Public Health (MPH) in Health Policy, Economics and Finance in the year 2010. SHSS has been running as Executive Post Graduate Diploma in Hospital Management (EPGDHA) exclusively for working executives in hospital and also Diploma in Health Administration (DHA) and Diploma in Public Health Practice (DPHP) for those who are working in public areas which shown that the Institute's ethos of continuously being at the forefront of innovation in healthcare education.

#### **Today the School has 4 centres:**

- Centre for Hospital Management
- Centre for Health Policy, Planning and Management
- Centre for Public Health
- Centre for Health and Social Sciences

The School conducts 4 Master's Degree courses – Master of Hospital Administration, Master of Health Administration, Master of Public Health (Social Epidemiology), Master of Public Health (Health Policy, Economics and Finance)

## MASTER OF HEALTH ADMINISTRATION

The Master of Health Administration programme prepares students to take on managerial positions in the national health programmes, the NGO sector and community-based health programmes by building capacities in planning, implementing, monitoring and evaluating those programmes. It also orients the students to macro issues relevant to health policy and programming in the country. Students of this programme are offered managerial positions in national and international health care organisations and projects. They are also groomed to be efficient professionals having adequate knowledge and practical exposure in fields such as CSR, insurance, consulting and healthcare IT.



## MASTER OF HOSPITAL ADMINISTRATION

The essence of Masters' degree in Hospital Administration lies in its specificity of the content and the extent of its applicability to a wide range of sectors within the healthcare domain. The course has nearly 30 relevant subjects coupled with rigorous internships which refines students to take leadership positions in hospitals and allied healthcare organisations. The job profiles range from project planning and implementation, Operations Management Quality Management, Human Resources Management, Costing and Financial Management, Business Development in the allied sectors of Health IT, Insurance in general and the Hospital sector in particular. The students, after graduation, carry a mature understanding of the intricacies of the macro as well as micro aspects of the healthcare field.

## MASTER OF PUBLIC HEALTH (MPH) IN SOCIAL EPIDEMIOLOGY

This MPH programme has a focus on Social Epidemiology and is designed to orient the students towards the conceptual understanding of public health issues and impart research skills required for developing much needed evidence based planning at the population level. Thus, the students will be capable of undertaking meaningful research for supporting public health policy and planning for the effective implementation of public health programmes which enables the students to take technical and leadership positions in government and non-government public health programmes, CSR activities, healthcare technology, finance and insurance and a plethora of other fields which require rigorous research and effective action.

## MASTER OF PUBLIC HEALTH (MPH) IN HEALTH POLICY, ECONOMICS AND FINANCE

This MPH programme focuses on creating high quality professionals with expertise in health policy and strong foundation in health economics and financial analysis. An in-depth understanding of the dynamics of the pharmaceutical and health insurance markets and a comprehensive knowledge of global health system gives these professionals an edge in areas such as policy analysis, review and design required for all health programs and projects. This one-of-its-kind master's program trains Public Health professionals to become experts in analytical research especially global policy evaluation with an emphasis on economic analysis. This enables them to take up consulting, advocacy and advisory roles in public sector bodies, global non-profit organisations, policy consultancies, bilateral and multilateral aid agencies, health financing institutions, health policy research organisations, and the pharmaceutical sector.

# Conferences & Workshops

- National Workshop on Integration and Inclusion in National Leprosy Eradication Programme: Challenges and Opportunities for 'Leprosy Free India' jointly organized by the Centre for Public Health and ALERT – INDIA, Mumbai from 14–15 October 2015.
- State level workshop on health policy in “Preparing for Universal Health Coverage in Maharashtra” was organized by the School jointly with the Department of Public Health, Government of Maharashtra, and the Public Health Foundation of India, from 27–28 October 2015.
- Clairvoyance 2015 – Annual Academic Event of School of Health Systems Studies was conducted on 5 – 6 December 2015. The theme of the event was “Sustainability: The Pursuit in Health and Healthcare”. This was the first such event in India to discuss the future of Sustainable Development Goals in the Context of Health. More than 20 leaders from Health and other fields were a part of the consultation.
- National Human Rights Commission’s (NHRC) “Western Region Public Hearing on Right to Health Care” - 6 – 7 January 2016.
- National Workshop on “Hospital Quality Indicators: The Challenge of Implementation” organized by the Centre for Hospital Management on 29 January 2016
- “Migration, Vulnerability and Health: National Workshop on Health Issues Faced by Migrant Households and Mechanisms of Response” organised by the Centre for Health and Social Sciences in partnership with Aajeevika Bureau and Basic Health Care Services from April 8–9 2016.
- Institute for Studies in Industrial Development (ISID) Delhi organised a workshop in collaboration with Tata Institute of Social Sciences, Mumbai. On the theme “Changing Pharmaceutical Manufacturing Environment and the Challenge of Affordable Quality Medicines” – July 2016

# School Level Research Projects

In addition to programmes undertaken by each Centre, the school has three major ongoing research studies:



## **Global Adult Tobacco Survey- Round 2 for India-2016:**

This is being organized for the Ministry of Health and Family Welfare, Government of India, in partnership with the World Health Organization. The survey will visit over 70,000 households randomly selected across the rural and urban areas of 30 states and two union territories.

## **Sustainable and Inclusive Health Care Financing Programme:**

This is sponsored by USAID with and through the Public Health Foundation of India. Project outputs include a state health accounts for Maharashtra, a process and outcome evaluation of RGJAY — the state government's publicly financed health insurance scheme and a study of out of pocket expenditures, morbidity and mortality patterns along with stakeholder discussions leading to the identification of priorities under Universal Health Cover.

## **Measurement and Accountability for Sustainable Development Goal- 3:**

This research project critically analyses the information that is available from different existing data sources and builds a framework for measuring progress towards the health goal of the SDGs and changes in health equity. This project includes an understanding of what must be done to make these data sources more reliable and equity sensitive.

# Infrastructure

The School of Health System Studies is spread over the two Mumbai campuses of Tata Institute of Social Sciences - The Main Campus and the Malti & Jal AD Naoroji Campus Annexe. Both the Campuses are located in Deonar in the North-east section of Greater Mumbai. The Main Campus is situated opposite the Deonar bus depot on VN Purav Marg and is spread over an area of approximately 10 acres. The School of Health System Studies has a resource centre available only to SHSS faculty and students, known as the Documentation Cell which boasts of almost every title written in the field of Health & Hospital Management and Public Health. The other structures ensconced in the main Campus include



## THE SIR DORABJI TATA MEMORIAL LIBRARY

The Sir Dorabji Tata Memorial Library has in stock about 1,03,000 volumes. The selection of the material is geared to meet the needs of post-graduate students and M.Phil. / Ph.D. scholars. It subscribes to over 200 scholarly journals and has over 1,600 audio-visual materials. The library maintains newspaper clippings on current topics and prepares bibliographies on different subjects. It is fully computerised and has a computer reading facility for the visually impaired. Users can access the library database using

an Online Public Access Catalogue. The Library brings out a quarterly Selective Dissemination of Information and Current Awareness Bulletin. The UGC-INFLIBNET has recognised it as a Document Delivery Centre.



## CONVENTION CENTRE

The Naorji campus annexe is next to the BARC Hospital Gate on Deonar Farm Road. It boasts of state of the art classrooms in its two academic buildings. The classes for junior batches of MHA and MPH courses are held here. The highlight of the campus is the ultra-modern, high tech acoustic wonder called the Convention Centre. It is a 500 seater auditorium which hosts most of the events and meets of SHSS, including the signature annual fest - Clairvoyance. The most cherished feature of both the campuses is their natural picturesque beauty. The greenery on the campus is not in the form of carefully cultivated and manicured gardens but a stroll through the campus is more like a walk in the woods, with each tree and shrub growing and proliferating on its own, albeit not wildly.



## HEALTH CENTRE

It provides Medical Consultation services by two Medical Officers who visit the Institute on alternate days from 4:30 p.m. to 6:30 p.m. from Monday to Saturday. Trained professionals counsellors help the students in their day-to-day concerns. The M.K. Tata Memorial Gymkhana and Recreation Centre provide facilities such as yoga, table tennis, carom and badminton.

# International Collaborations

## Karolinska Institute



As part of our ongoing exchange programme with Karolinska Institute, two of our faculty Dr. Sivakami Muthuswamy and Dr. Bal Rakshase visited Karolinska Institute in Stockholm, Sweden, and presented seminars in 2015. Dr. Ingvild Odsbu and Dr. Joel Monarrez-Espino, two faculty members from Karolinska visited SHSS in 2015, made seminar presentations and assisted with our teaching programmes.

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## University of Minnesota



As part of collaboration with the University of Minnesota, students from SHSS attended their Summer Public Health Institute. Last year, six students from the M.P.H. (Social Epidemiology) and M.P.H. (Health Policy, Economics and Finance) attended this programme. This year, another six students will be going to the University Summer Public Health Institute.



# World Health Organization



The second round of Global Adult Tobacco survey is being done with the collaboration of SHSS. This would be very useful for the MoH to get the right policy to tackle with Tobacco abuse in the country. The Dean and the Public Health faculty were actively involved in the Pilot study and research while many students volunteered themselves for back translation and verification of translation of the Tool done in various languages.



# School Faculty

## SCHOOL OF HEALTH SYSTEMS STUDIES

**Prof. T. Sundararaman**, ISCE, MBBS, MD Internal Medicine, Dean  
**Dr. Priyanka Dixit**, Msc, M Phil, PhD, Assistant Professor

## CENTRE FOR HEALTH AND SOCIAL SCIENCES

**Dr. Shalini Bharat**, MA, PhD, Professor  
**Dr. Anil Kumar**, MSc, PhD, Professor  
**Dr. Sivakami Muthusamy**, MA, PhD, Associate Professor and Chairperson  
**Dr. Hemal Shroff**, MA, PhD, Assistant Professor (Sr. Scale)

## CENTRE FOR HEALTH POLICY, PLANNING, AND MANAGEMENT

**Dr. Kanchan Mukherjee**, MD, MSc, DPH, AFIH, Professor and Chairperson  
**Dr. Shankar Das**, MSc, MA, M Phil, PhD, Professor  
**Dr. Bal Rakshase**, MA, PhD, Assistant Professor  
**Dr. Soumitra Ghosh**, MA, MPS, PhD, Assistant Professor

## CENTRE FOR PUBLIC HEALTH

**Dr. Harshad Thakur**, MD, DBM, Professor  
**Dr. Mathew George**, MPH, M Phil., PhD, Assistant Professor (Sr. Scale) and Chairperson  
**Dr. Nilesh Gawde**, MD, DBM, Diploma in Clinical Research, Assistant Professor (Sr. Scale)  
**Dr. Narendra Kakade**, MA, M Phil, PhD, Assistant Professor  
**Dr. V. Gowri**, MA, DHA, PhD, Assistant Professor

## CENTRE FOR HOSPITAL MANAGEMENT

**Dr. M. Mariappan**, MHM, PhD, Professor and Chairperson  
**Dr. Feroz Iqbal**, MHA, PhD, Assistant Professor

# Visiting Faculty

**Dr. PM Bhujang**, LLM, DHA, Medical Director, Reliance H N Hospital, Mumbai

**Dr. Sunil J Bandekar**, MBBS, MBA, LLB, Medical Superintendent, Breach Candy Hospital Trust, Mumbai

**Dr. Suhas Gangurde**, CEO, Godrej Memorial Hospital, Mumbai

**Dr. SA Kelkar**, PhD, Adjunct Professor, IIT Bombay

**Dr. R Gopal**, MBA, ICWAI, PhD, Director, Department of Business Management, Padmashree Dr DY Patil University, Navi Mumbai

**Mr. Ashok Thapar**, DMM, MBA, Marketing Consultant

**Prof. Ashok Bhatkande**, MD

**Dr. Avinash Supe**, MS, DHA, Dean, KEM Hospital, Mumbai

**Dr. Vivek Desai**, DHA, DBM, DFM, M Phil, Managing Director, Hosmac India Pvt. Ltd., Mumbai

**Dr. N Roy**, MS, MPH, Head, Dept. of Surgery, BARC Hospital

**Dr. Pednekar**, Msc, PhD, Deputy Director for Health, Sekhsaria Institute for Public Health

**Dr. Doke**, MD, DNB, PhD, FIPHA, President, Indian Public Health Association, Maharashtra Branch

**Dr. Amar Jesani**, MBBS, Honorary Trustee, Anusandhan Trust

**Dr. Hitakshi Sehgal**, MPH, International Coordinator, University of Minnesota

**Dr. Kishore Chavan**, MD(PSM), DNB(SPM), DPH, Surveillance Medical Officer, NPSP

**Dr. Garima Bahl**, MA, MPH, Program Coordinator Society for Nutrition, Education & Health Action

**Dr. AM Sarma**, MA, PhD, TISCO Ex Chair Professor

**Dr. Ravi Bhatnagar**, MS, MCH, DNB(CVTS), LLB, DHA, Consultant Cardio Thoracic Surgery, Holy Family Hospital

**Dr. S Sudhakar**, MBBS, MHA, CMO at CGHS





# CLAIRVOYANCE

**C**lairvoyance is the annual signature event of the School of Health System Studies. Clairvoyance means the power to see the future. Keeping this in mind, every year the School focuses on a new theme addressing topics that are relevant today and will be significant in future. This is a platform where leaders, scholars, professionals from different arenas of health and healthcare converge to share their knowledge, contemplate, discuss and debate. The main event consists of



plenary lecture series and other competitions like debates, poster presentations, etc. through which students and delegates learn and unlearn the nuances of the topics.

This mega event is attended by over 1000 delegates from all across the nation. Thus it serves as an excellent channel to network with the best of the health and healthcare industry. With the support of Organizations like WHO, British High Commission, Jassen Pharmaceutical, ICICI Lombard, United Health Group and many others, in the past, the event also is an opportunity to build collaborations with the Institute.

Last year's theme was 'Sustainability: The Pursuit in Health and Healthcare'. Talks by eminent speakers like Dr. Abhay Bang (Director, SEARCH), Mrs. K Sujatha Rao (Former Union

Health Secretary), Dr. Priyanka Saksena (WHO), Ms. Fredrika Meijer (UNFPA), Dr. Indranil Mukhopadhyay (Public Health Foundation of India), Dr. Gautam Sen (Founder and Chairman, Health Spring) and others were very impactful and left the audience with realistic and insightful thoughts of action.

This year Clairvoyance will delve into world of "Challenges of Change". Our world has been constantly changing; be it the population, climate change, changes in these disease patterns, changes in technology to name a few. But, changes mirror challenges and vice versa. With this, the sub-themes for the year are: Challenges of change in health systems, environment, demography, technology and how changes of these will affect health.



# About Alumni

The School of Health Systems Studies at TISS has been preparing students for a leadership role in public health and managerial roles in the fields of health and hospital administration for over two decades. The privilege to have highly qualified and diverse Alumni assists the current students in Career planning, Placements and Transitions which also favours prospective students to associate themselves with this Institute.

The Alumni Committee adopts the values of lifelong relationships and lifelong learning along with inclusively and diversity, taking pride in being a TISSian! The committee organizes interactive sessions with the Alumni throughout the year and also an annual Alumni event. The Alumni portal, launched last year serves as a common collaborative platform for the Alumni to interact and stay connected to the Institute is the recent initiative of the Alumni Committee members.

#### **Our Core Guiding Values:**

- **Connect the Alumni among themselves and back to the school by forging strong bonds.**
- **Communicate to the Alumni about the recent events and initiatives at TISS and major achievements and news related to the Alumni members.**
- **Collaborate with the Alumni to further their interests and share their experiences thereby promoting the interests of the school.**

Regards  
Alumni Committee  
2015-17

# Notable Alumni

Name	Batch	Organization	Designation
Vikram anand	1993-95	a) CapBuild clinical skills Pvt. Ltd b) Global health reach Pvt. Ltd	a) Founder and Director b) Founder and CEO
Rana Mehta	1995-97	PWC	Partner- leader health care
Sarita v. Khobrekar	1995-97	Tata memorial hospital	Medical superintendent
Viji varghese	1995-97	Zydus cadila	DGM hospital projects
Atul adaniya	1997-99	National Cancer Institute	Director Operations
Sridhar rao	1997-99	Medi Assist Pvt Ltd	DGM
Neeraj lal	1999-01	Sunshine Global Hospitals	Group chief operating officer
Somil nagpal	1999-01	World Bank	Senior health specialist
Dr. Mohan singh	1999-01	NRHM	Mission Director
Sumesh Karivelil	1999-01	Immigration and Customs Enforcement (ICE)	Health Informatics Analyst
Shekhar Dawkhar	1999-01	Covance	Project Director, Clinical Trial & Strategy
Dr. Parvez Ahmed Kosgi	1999-01	Reliance Life Sciences	General Manager & Head - RLS Products Clinical Research
Arvind Betigeri	2000-02	PATH	Project Manager-Rice Fortification
Sameer Ahmed Khan	2000-02	Suasth Healthcare India Pvt Ltd	CEO
Bhuputra Panda	2001-03	Indian Institute of Public health	Associate Professor
Rahul medakkar	2001-03	CARE Hospitals	General manager operations
Girish Babu	2003-05	Manipal Health Enterprises Pvt. Ltd	Unit Head
Akshay Kulkarni	2004-06	Swiss Re	Assistant Vice-President
Deepak Mili	2005-07	KPMG India Pvt. Ltd.	Consultant,
Dr. Vijay Raaghavan	2006-08	PwC	Principal Consultant
Dr. Nikhil Utture	2010-12	World Bank, New Delhi	Consultant
Prem Singh	2010-12	National Health Mission, Rajasthan	State Nodal Officer
Neha Rai	2010-12	Novartis, Hyderabad	Senior Analyst
Dr. Himangi Bhardwaj	2010-12	British High Commission, New Delhi	Senior Health Advisor
Dr. Sananda Kumar	2010-12	SAST, Department of Health and Family Welfare, Government of Karnataka, Bangalore	Deputy Director
Dr. Sunil Sonthalia	2010-12	Care India, Bihar	M&E Officer
Dr. Geetika Shankar	2011-13	Hindustan Latex Family Planning Promotion Trust (HLFPPT)	State Program Coordinator
Dr. Shrikant K. Kalaskar	2011-13	National Institute of Health and Family Welfare - Centers for Disease Control & Prevention (CDC)	Research Officer
Dr. Shweta Singh	2011-13	Human Resources for Health, National Health System Resource Centre	Consultant
Dr. Rahul Mathew	2011-13	World Vision India	National Coordinator: Grants Acquisition and Management
Dr. Suhas Balasaheb Kadam	2011-13	Research & Documentation, State Health Systems Resource Centre(SHSRC)	Senior Consultant
Siddharth Waghulkar	2011-13	United Nations World Food Programme (UNWFP), New Delhi	Programme Policy Officer- Nutrition
Naveen Shandiliya	2011-13	NIHFW, Ministry of Health and Family Welfare	National Training Consultant
Meenakshi Deol	2011-13	Sparsh, New Delhi	Vice Head
Dr. Sandhya Gupta	2011-13	Ministry of Health and Family Welfare	CCM Coordinator
Dr. Akhilesh Patel	2012-14	Jhpiego (International non-profit health organization affiliated with Johns Hopkins University)	Program Officer
Dr. Sneha Lakhotia	2012-14	Te Whanau o Waipariera	Quantitative Researcher
Dr. Mayank Shersiya	2012-14	Strategic Planning & System Design, Immunization Technical Support Unit (ITSU) -MoHFW	Program Officer
Dr. Nehal Shah	2012-14	CEHAT, Mumbai	Senior Research Associate
Preyanshu gupta	2013-15	Deloitte	Consultant

and many more...



# Extra-curricular Activities

At TISS students are exposed to more than just academics and coursework. The Institute offers its students various opportunities to explore, develop, polish and most importantly enjoy a plethora of extra-curricular activities. These activities include a range of from Students' Council, cultural, sports, literary, peer supporters, group, etc. These activities help the students hone their skills, explore new avenues and thus develop their personality.

Students from SHSS not only participate in these activities in large numbers but also excel in these. The Institute has a Students' Council which is elected every year. This gives an excellent platform for students to form a representative body and deliberate, debate on issues of concern and undertake initiatives of benefit to the Institute and the wider community. Cultural festivals like Quintessence, Meghmudra, Mosaic, Prism, Mefhil, Rangmach, etc. give a platform to students to showcase their artistic talents. The TISS Sports Club and Adventure Club provide a wide range of options to the fellow students to enjoy sports and other physical activities like badminton, volleyball, chess, biking, etc. Institute organized its first Literature Fest in January, 2016 where students could portray their literary flair. The student volunteers in Peer Supporters' Group of the Counselling Centre are trained to help their fellow students in solving their day-to-day concerns and also enhance their overall functioning.

These activities help nurturing management, leadership, people skills of students. The healthy competitive spirit of the events readies them to push themselves to limits, realize the importance of teamwork, and understand the value of commitment and contribution. All this leads to transforming the students into better professionals.

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**The Institute offers its students various opportunities to explore, develop, polish and most importantly enjoy a plethora of extra-curricular activities.**

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# Why Recruit At TISS

**T**he most frequently cited accolades from the past recruiters or organizations regarding our students include their ability to learn quickly, their versatility, their performance as team players, their excellent problem solving skills, and most important the positive attitude that they bring to their job profiles. A unique feature of SHSS, TISS is emphasis not just on domain knowledge, but also on personal and social development inculcating all the spheres and ensuring a holistic approach for a future manager. This integral and value based formation impels our students to be innovative, competent and creative leaders. They are groomed in a manner as to serve as agents of continuous improvement and change. SHSS is reputed for the national and international quality of the faculty and the outstanding calibre of the students graduating from its post graduate programmes. Our curriculum is theoretically updated in line with the needs of the industry, pedagogy that includes assignment, group discussions, project work, presentations, role plays, quizzes, simulation games and personal development programmes that moulds our students to become leaders and not mere managers.

The practical exposure at our institute is beyond comparison with students of any other institute, because students undergo 3 internships of two months duration each, a summer internship and a block placement. Such a comprehensive curriculum gives our students the knowledge, skill and insight to add more to the field in every possible way. The student mix is selected from diverse background following a meticulous and rigorous selection process. This diversity has resulted in experiential learning and appreciation of different cultural nuances. SHSS has a diversity of students with varied profiles and range of experience in various sectors in the healthcare industry which opens a wide scope and flexibility of options for the recruiters to choose from.



# PAST RECRUITERS

## INTERNATIONAL ORGANIZATIONS

- WHO
- Johns Hopkins
- UNICEF
- UNFPA
- Columbia Global Centers
- Family Health International – F.H.I 360
- Sight Savers International

## RESEARCH ORGANIZATIONS

- BAIF Development Research Foundation
- Catholic Relief Research
- CEHAT
- Sambodhi Research and Management Institute

## GOVERNMENT AND NON GOVERNMENT ORGANIZATIONS

- MOHFW
- NRHM
- NACO
- NPSU
- NHSRC
- CARE India
- PATH India
- SEARCH
- Wildlife Conservation Trust (Health Vertical)
- Micronutrient Initiative
- Cheers initiative
- Child In Need Institute( CINI)
- AYUSH Vibhag, Govt. of Madhya Pradesh
- State Health Sytems Resource Centres
- IKP Centre for Technologies in Public Health(ICTPH)
- Aga khan Foundation
- Family Planning Association of India
- NMMC –Navi Mumbai Municipal Corporation
- Voluntary Health Association of India
- Strategic Alliance Management Services Pvt. Ltd.
- Regional Resource Centre
- Society for Health Information Systems Programme
- Dr. M. L. Dhawale Trust
- Rajiv Gandhi Jeevandaayi Arogya Yojana
- Institute of Health Management
- Shrimad Rajchandra Mission
- Swasti – Health Resource Center
- Reliance Foundation
- Ameri Cares India Foundation

## HOSPITALS

- Manipal Hospitals
- Columbia Asia Hospital, Bangalore
- Thumbay Group of Hospitals, Dubai
- Medanta – The Medicity
- Rockland Hospitals
- Wockhardt Hospitals
- Global Hospitals
- Apollo Healthcare Pvt Ltd
- KIMS Hospital, Kochi
- P.D. Hinduja National Hospital, Mumbai
- Seven Hills Hospital, Mumbai
- Shalby Hospital, Ahmedabad
- L.V. Prasad Eye Institute, New Delhi
- Max Hospital, New Delhi
- Motherhood Hospital
- Apollo Clinics, Bangalore
- Apollo Hospital, Bilaspur
- Victor Hospitals, Goa
- Vaatsalya Hospitals, Bangalore
- Sahyadri Hospital
- Aster Medicity
- Sagar Hospitals, Bangalore
- Metropolis
- Ruby Hall Clinic, Pune
- Fortis Hospitals
- Nova Hospitals, Pune
- Medica Superspeciality Hospital, Kolkata

## IT AND CONSULTING

- PwC
- IBM
- Accenture
- Wipro
- United Health Group
- TCS
- Infosys
- Syntel
- Reliance IT
- Zon Healthcare Consulting
- Thoughtworks
- 21st Century Health Management Solutions
- Health Bridge
- Ohum Healthcare
- Napier Healthcare
- Medwell Ventures Pvt. Ltd.
- Conjon Solutions
- GCV life
- Allscripts
- Manpower Consultancy, Mumbai
- Marsh India
- HOSMAC
- Igate – Patni Computer Systems Ltd.

## INSURANCE

- ICICI Lombard
- ICICI prudential
- Reliance General Insurance

## OTHER SECTORS

- Johnson and Johnson
- Faith Healthcare
- Emergent Meditech India Pvt Ltd.
- Novartis
- Portea Home Healthcare
- Mera Doctor



MASTER OF  
**HEALTH  
ADMINISTRATION**

MASTER OF  
**PUBLIC  
HEALTH-SOCIAL  
EPIDEMIOLOGY**

MASTER OF  
**PUBLIC HEALTH IN  
HEALTH POLICY,  
ECONOMICS AND  
FINANCE**

MASTER OF  
**HOSPITAL  
ADMINISTRATION**

## **Course information and Students' Profiles**

# MASTER OF HEALTH ADMINISTRATION



## Introduction

The health care industry is vast, diverse, dynamic and ever evolving, so does its requirement of human resources. For a project to be successful, it requires a proficient manager who can design, plan and implement the project effectively. Master of Health Administration is a 2 year programme which moulds students into health care professionals who are well versed with designing, planning, implementation, monitoring and evaluation of programmes in healthcare industry in private as well as public sector organisations. School of Health Systems Studies has been offering this programme since the early 1990s. In order to meet the growing demand for healthcare, allied products and services and to be competent in dealing with changing strategies of healthcare firms to keep up with global market trends, SHSS has reinvented and restructured the course curriculum over the years, to equip the students with appropriate knowledge and skill set. The course curriculum is a perfect blend of social science along with the foundations of management, which makes it unique & thus the students are conditioned to be better management personnel with a sense of social responsibility. This blend comes from the core management based courses like Principles of Health Services Management, Human Resource Management and Labour Legislation, Strategic Healthcare Management, Operations Research, Organisation Behaviour etc., along with the courses like Social Science Perspectives on Health, Community Health, Gender, Health and Human Rights etc. It also orients the students towards macro issues relevant to health policy and health programmes in various countries. At the end of two years, students will be competent enough to take key managerial positions in the pharmaceutical industry, health insurance firms, CSR, healthcare IT companies, in healthcare consultancies, medical instrumentation companies, research organisations, national health programmes, the NGO sector, community based health programmes. We have been successful in attracting the titans of the healthcare industry like Johnson and Johnson, Novartis, ICICI, PWC, Infosys, Napier Healthcare, Reliance Foundation, WHO, UNICEF, UNFPA, NHSRC, SHRC, NRHM, NACO, PATH, CARE India, Aga Khan Foundation, Tata Trust etc. for our recruitment in the past & have been able to make it up to their expectations. Thus, the artefact of our academic courses is what we bring to the healthcare industry with our ingress.

## Key Aspects of the Course

1. Emphasis on improving the knowledge base in diverse subjects ranging from management related courses to public health related courses.
2. Improving the ability to critically evaluate various aspects related to projects and programmes in private and public healthcare firms.
3. Inculcating leadership qualities and teamwork required for an effective manager.
4. Analytical abilities and problem solving for better program designing and implementation.
5. Fostering idea creation and thought sharing for better solutions.
6. Sensitising students towards the healthcare need and demand of the population to design programmes which produce better outcomes with optimum utilisation of resources.

## Pedagogy

1. Lectures by professors followed by discussion with students.
2. Group assignments and group presentations followed by discussion and feedback from professors and peers.
3. Individual assignments followed by feedback from the professors.
4. Case studies and Classroom presentations by students.
5. Internships with assignments, case studies, data collection, analysis and presentation of findings.
6. A research project with a theme picked carefully by students in their area of interest and guided by dedicated faculty throughout their research work.
7. Final exam followed by students' feedback to identify necessary changes that need to be done in course subjects.

## Internships

At SHSS, we believe that actual possession of knowledge completes with the transformation of theoretical knowledge into application skills. Nurtured with the same idea, internships are designed to expose the students to current issues and ground realities in the healthcare sector, keeping in mind the role of a health administrator. This gives our students adequate exposure to intricacies of healthcare industry and strengthens their application of core concepts and programme management skills required by the industry.

### First Internship | Urban Health System | 8 weeks

Students were placed in Public Health Department of Municipal Corporation of Greater Mumbai and worked at various health posts located in L, M and P North Wards of Mumbai.

The key assignments of this internship are –

1. Understanding the overall administration of an urban healthcare organisation in terms human resource management, planning and implementation of various programmes, various departments, linkages and synergies between departments.
2. Introduction and overview of the ward office, its departments and their activities and linkages.
3. Preparing organisation profile, observation and analysis of routine activities, staffing and human resources management, administration and management of various national health programmes and public-private partnerships at Urban Primary Health Centres (UPHC).
4. Estimation of the magnitude of early registration of pregnancy, sterilisation, weaning practices and under-nutrition among 0-3 years aged children indicators in UPHC's catchment area.

### Second Internship | NGO in Rural Area | 8 weeks

Students were placed in different Non-Governmental (Not-for-Profit) Organisations across India for their second internship.

The key assignments of this internship are –

1. Examining and analysing the procedures followed in materials management in any programme implemented by the organisation and devising ways to improve existing practices in terms of procurement, supply chain management, inventory control etc.
2. Assessing the human resource management strategies adopted by the agency, considering the mandate of the organisation, current focus and resource availability. Assessing indicators like job roles, job satisfaction, motivation, knowledge base, training requirements, accountability etc. at various levels of hierarchy. Also, identifying ways to achieve optimum utilisation of human resources.
3. Carrying out a SWOT analysis of the organisation to improve focus, identify strategies which will give organisation a better advantage, mobilise resources and improve implementation and outcomes of the project.
4. Identifying the possibility of partnership and synergy between the organisation and government in terms of services in areas of mutual interest and multi-dimensional assessment of existing partnerships.
5. Designing a study to evaluate any project/programme which the organisation is implementing currently. Devising ways to improve the implementation and impact of the results.
6. Focussing on organisational factors as well as wider contextual factors, analysing the obstacles faced by the organisation and the factors that led to the success of a particular programme implemented by the organisation.
7. Examining how 'gender' is integrated in any one programme which is currently being implemented. Suggestions for modifications to make services more gender sensitive.
8. Preparing a health plan for the community in the catchment area of the organisation/assessing health plan prepared by the organisation.
9. Developing a community health education program based on situational assessment and analysis of a prioritized health problem or Development of an advocacy campaign for the NGO with formal strategies aimed at prompting immediate intervention by the government.
10. Identifying the community level insurance schemes, the insurance coverage in the area covered by the NGO and the extent of out-of-pocket expenditure or catastrophic expenditure.

**Prestigious Organisations where our students got placed include -**

1. AAAS (Aamhi Aamchya Aarogyasathi), Gadchiroli, Maharashtra.
2. ARTH (Action, Research and Training for Health), Udaipur, Rajasthan.
3. ASHWINI (Association for Health Welfare In the Nilgiris), Gudalur, Tamil Nadu.
4. Basic Health Care Services, Udaipur, Rajasthan.
5. CARE India, Bihar.
6. IHMP (Institute of Health Management Pachod), Pachod, Maharashtra.
7. LEPRO Society (Leprosy Relief Association), Vijayawada in Andhra Pradesh and Panna in Madhya Pradesh.
8. MAHAN (Meditation, De-Addiction, Health, AIDS, Nutrition), Amaravati, Maharashtra.
9. Seva Mandir, Udaipur, Rajasthan.
10. SEWA Rural (Society for Education, Welfare and Action), Bharuch, Gujarat.
11. SOCHARA (Society for Community Health Awareness Research and Action), Bhopal, Madhya Pradesh.
12. RAHA (Raigarh Ambikapur Health Association), Jashpur, Chattisgarh.
13. RUHSA (Rural Unit for Health and Social Affairs) Department – Christian Medical College, Vellore, Tamil Nadu.

### Third Internship | Rural Health System | 4 weeks

A vast majority of India's population still resides in rural areas. Though rural public health system has been given special attention for a long time, it still fails to deliver the services according to the needs of the community. Taking this into consideration, third internship is focused on rural health system. Organisation and assignment topics for this internship are yet to be decided.

### Research Project and Dissertation

Technological advancement, change in people's need and tastes, evolving new market places and many other factors force healthcare firms to continuously revise their design and range of products and services over time. In fact, many organisations invest a substantial amount of their resources in Research & Development in order to achieve better progress. But dedicated healthcare professionals who are competent enough to conduct research in diverse areas are scarce to find. Understanding the need to fill this gap, dissertation has been made a mandatory component of Master of Health Administration programme. As an institute excelling in postgraduate programmes, we here learn not only to manage healthcare but to explore the arenas in it.

**Research areas of current batch include –**

1. **Drugs**
  - Consumption pattern of drugs
  - Cost analysis of anti-cancer drugs
2. **Insurance**
  - Evaluation of NTR Vaidyaseva Community Insurance Scheme
  - Partnerships in social health insurance.
3. **Human Resources**
  - Job satisfaction among Community Health Officers
  - Role of nurses in public healthcare system
4. **Diagnostic Services**
  - Existing practises
  - Pattern of utilisation
  - Procurement and supply chain of diagnostics in public health settings and its impact on availability and effectiveness of health services.
5. **Health Management Information System.**
6. **Government Health Programmes**
  - ASHA (Accredited Social Health Activist) Scheme
  - Chiranjeevi Yojana (Gujarat).
  - National Vector Borne Disease Control Programme (NVBDCP)
  - Janani Shishu Suraksha Yojana (JSSY)
  - Janani Suraksha Yojana (JSY)
  - Navjyoti Scheme (Orissa)
  - NTR Vaidyaseva (Andhra Pradesh)
  - Rashtriya Bal Swasthya Karyakram (RBSK)
  - Rashtriya Kishore Swasthya Karyakram
7. **Health services**
  - Home based neonatal care
  - Health education in schools
  - Pattern of utilisation of health services among urban daily wage workers
  - Quality of healthcare services offered by primary health centres in various states

8. Disease/Health Condition Specific
  - Care and challenges to care in victims of Leprosy
  - Determinants of, co-morbidity and cost of care for non-communicable diseases
  - Implications of falls in future among the elderly
  - Mental health status of various demographic groups
  - Self-care among Type II Diabetes patients
  - Utilization of mental health services among various demographic groups.
9. Healthcare needs, health seeking behaviour, access to healthcare and barriers to utilization of health services among various groups like poor households, nomads etc.
10. Reproductive Health –
  - Assessment of knowledge and practice of menstrual hygiene among visually challenged females.
  - Assessment of maternal health and child immunisation status among commercial sex workers.
  - Reproductive health of female migrant labourers
11. Organ donations, transplantations and problems in its processes.

## Course Curriculum

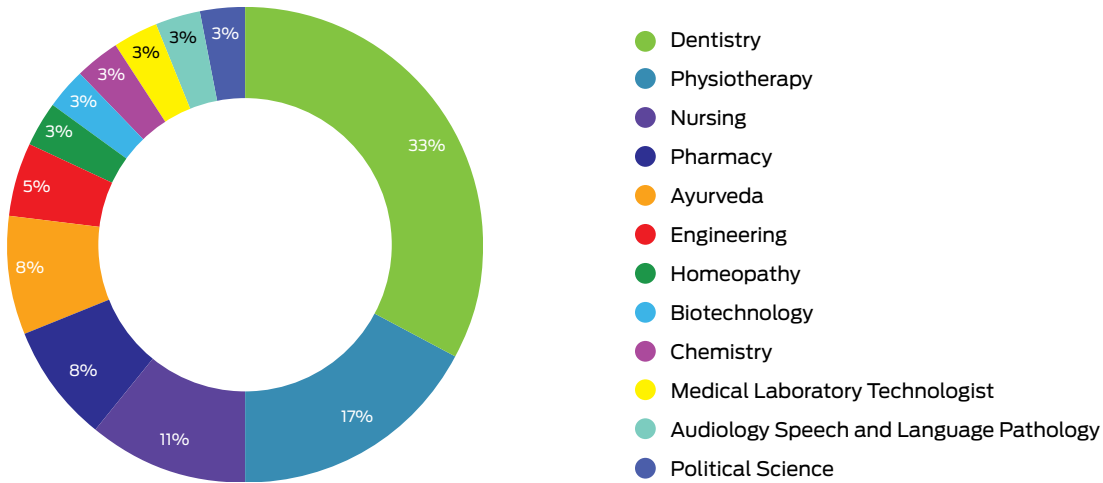
Semester	Course Code	Course Name	Credits
1	FC	Foundation course	6
		Philosophy of research	1
	SFC 1	Social Science Perspective of Health	2
	SFC 2	Basic Economics and Health Economics	3
	SFC 3	Research Methodology 1(Quantitative Methodology)	2
	SFC 4	Research Methodology 2(Qualitative Methodology)	2
	SFC 5	Introduction to Epidemiology and Biostatistics	2
	MBC 1	Principles of Health Services Management	2
	MBC 2	Evolution of Health Services	2
		MBC 4	Financial Accounting
2	MBC 3	Organisational Behaviour	2
	MBC 5	Human Resource Management and Labour Legislation	2
	MBC 6	Material Management	2
	HE 1	Community Health	2
	HE 2	Management of National Health Programmes	2
	HE 8	Financing of Health Services	3
	HE 9	Comparative Health System and Policies	2
		First Internship(Urban Internship, 8 weeks)	8
3	MBC 7	Operation Research	2
	MBC 8	Health Insurance	2
	MBC 9	Strategic Management in Healthcare Settings	2
	HE 3	Health Planning	2
	HE5	Health Education and Communication	2
	HE 6	Gender, Health and Human Rights	2
		Second Internship ( Rural Internship,8 Weeks)	8
4	HE 4	Health Management Information systems	2
		Third Internship(4 Weeks)	4
		Research Project	6

Total Credits: 80

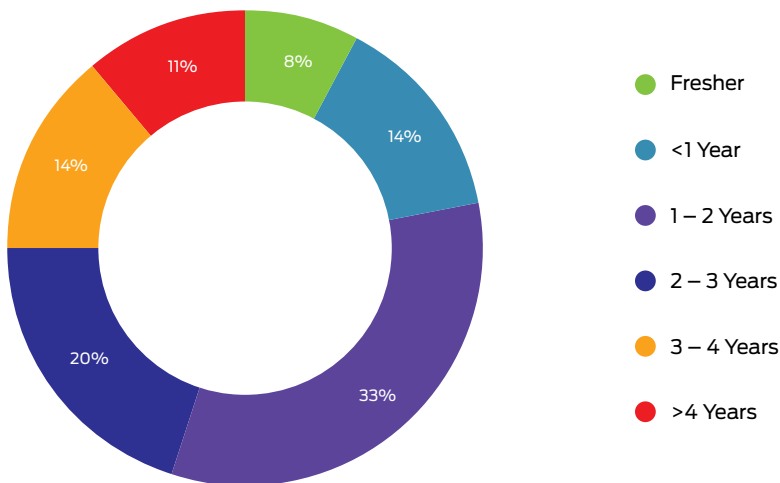
# Health Administration Batch Profile

Total Students - 36

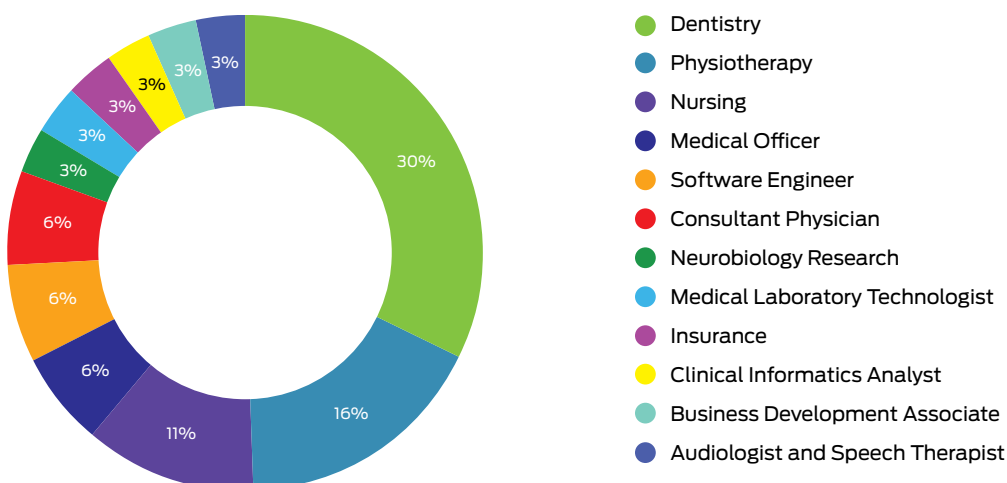
**Batch Profile based on past educational background**



**Batch Profile based on duration of past work experience**



**Batch Profile based on background of past work experience**



## C. Pangjunglemla Pongen

**WORK-EXPERIENCE (IN MONTHS):** 16

**RESEARCH PROJECT:** Case study of an Urban Primary Health Centre under NHM, Dimapur, Nagaland.

**PREVIOUS ORGANISATIONS:** Private Dental Clinic | Assistant Dentist  
Private Dental Clinic, Dimapur | Dentist

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | P North Ward  
| |UPHC | Administrative Intern

**SECOND INTERNSHIP:** Care India, Bihar



### GRADUATION

Bachelor of Dental Surgery,  
Govt. Dental College Mumbai,  
Maharashtra University of  
Health Sciences, Nashik

## Capt. Doly Sharma (Retd.)



**POST-GRADUATION**  
Postgraduate Diploma in  
Business Administration  
(Specialization - Human  
Resources), Symbiosis Centre  
for Distance Education

**WORK-EXPERIENCE (IN MONTHS):** 60

**GRADUATION:** Bachelor of Science in Nursing, Sawai Man Singh Govt. College of Nursing, Jaipur

**RESEARCH PROJECT:** Evaluation of quality of primary health care services in comparison to IPHS norms in Rajasthan.

**PREVIOUS ORGANISATIONS:** Indian army (MOD) | Nursing Officer

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | M Ward |  
UPHC | Administrative Intern

**SECOND INTERNSHIP:** Arth, Rajasthan

## Haifa Thaha

**WORK-EXPERIENCE (IN MONTHS):** 14

**RESEARCH PROJECT:** Beyond the darkness: A study to assess the knowledge and practice of menstrual hygiene among visually challenged females in Kerala.

### PREVIOUS ORGANISATIONS:

1. Shifa Institute of Medical Sciences, Kerala | Staff Nurse
2. National Health Mission, Kerala | School Health Nurse

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | M Ward |  
UPHC | Administrative Intern

**SECOND INTERNSHIP:** ASHWINI, Tamilnadu



### GRADUATION

Bachelor of Science in Nursing,  
Al shifa institute of Medical  
Sciences, Kerala



## Harshad Purandare

**WORK-EXPERIENCE (IN MONTHS):** 47

**RESEARCH PROJECT:** A study on procurement and supply chain of diagnostics in public health settings and its impact on availability and effectiveness of health services.

**PREVIOUS ORGANISATIONS:** Accenture | Software Engineering Analyst

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | M Ward |UPHC | Administrative Intern

**SECOND INTERNSHIP:** SOCHARA, Bhopal

**ADDITIONAL INTERNSHIP:** RoundGlass Partners | Investment Associate Intern



**GRADUATION**  
Bachelor of Engineering  
(Biomedical), SGSITS,  
Indore

## Janagam Srujan Goud



**GRADUATION**  
Bachelor of Dental Surgery,  
Sree Sai Dental College,  
Srikakulam, NTR University of  
Health Sciences

**WORK-EXPERIENCE (IN MONTHS):** 18

**RESEARCH PROJECT:** Evaluation of NVBDCP in its reach to the tribals of araku agency.

**PREVIOUS ORGANISATIONS:** Private Dental Clinic | Assistant Dentist TTK Healthcare Pvt. Ltd. | Medical Officer

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | M Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** LEPRAsociety, Andhra Pradesh

**ADDITIONAL INTERNSHIP:** Sehat | Intern

## Jyoti Baghel

**WORK EXPERIENCE (IN MONTHS):** 51

**RESEARCH PROJECT:** Portability of entitlement in JSSY and JSY.

**PREVIOUS ORGANISATIONS:**

1. Government Dental College, Sidhpur | Lecturer Welfare Trust Hospital, Bharuch | Dental Surgeon
2. Bhabha Dental College and Research Centre | Lecturer

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | M Ward |UPHC | Administrative Intern

**SECOND INTERNSHIP:** SEWA RURAL, Jagdha, Bharuch



**GRADUATION**  
Bachelor of Dental Surgery,  
RKDF Dental College and Research  
centre, Bhopal

## Komal Goswami

**WORK-EXPERIENCE (IN MONTHS):** 18

**RESEARCH PROJECT:** Challenges to leprosy care: Post elimination phase in Uttar Pradesh.

**PREVIOUS ORGANISATIONS:**

1. Mangalam Physiotherapy and Rehabilitation Centre, Lucknow | Consultant Physiotherapist
2. Fortis Jessaram Hospital, New Delhi | Physiotherapist
3. Support Foundation, New Delhi | Consultant Physiotherapist

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | M Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** Raigarh Ambikapur Health Association (RAHA), Chattisgarh



**GRADUATION**

Bachelor of Physiotherapy,  
S.B.S. Post Graduate Institute  
of Medical Sciences, Dehra-  
dun. H.N.B. Garhwal University,  
Srinagar

## Mandar Randive



**GRADUATION**

BA Political Science, Sikkim  
Manipal University  
BA Economics, Mumbai  
University

**WORK-EXPERIENCE (IN MONTHS):** Fresher

**RESEARCH PROJECT:** Health seeking behaviour and barriers in utilization of health services: A study on nomads in the district of Nashik.

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | P North Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** Amhi Amchya Arogyasathi (AAAS), Gadchiroli, Maharashtra

## Dr. Manjit Madhukar Pawar

**WORK-EXPERIENCE (IN MONTHS):** 30

**RESEARCH PROJECT:** An Assessment of the ASHA (Accredited Social Health Activist) scheme in the Tribal blocks of Palghar district of Maharashtra state.

**PREVIOUS ORGANISATIONS:**

1. Rashtra Sewa Samiti (NGO), Bhaliwali Virar | Medical Officer
2. Dhanwantari Hospital Virar | Residential Medical Officer

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | P North Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** Amhi Amchya Arogyasathi (AAAS), Gadchiroli, Maharashtra

**ADDITIONAL INTERNSHIP:** Tata Trust, Mumbai | Intern



**POST-GRADUATION**

PGDCR (Clinical Research), Academy for Clinical Excellence(ACE),  
Bombay College of Pharmacy,  
Mumbai

**GRADUATION**

Bachelor of Homeopathic Medicine  
and Surgery, Ahmednagar Homoeo-  
pathic Medical College, Maharashtra  
university of health sciences, Nashik

## Mohammad Zoheb

**WORK-EXPERIENCE (IN MONTHS):** 30

**RESEARCH PROJECT:** Access to healthcare among the children of poor households and the associated OOP expenditure: A study in district Cuttack.

**PREVIOUS ORGANISATIONS:** Tata Consultancy Services | Software Consultant

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | L Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** Care India, Bihar



**GRADUATION**  
Bachelor of Technology  
(Mechanical Engineering),  
KIIT University, Bhubaneswar

## Mruga Vaidya



**GRADUATION**  
Bachelors in Audiology Speech  
and Language Pathology

**WORK EXPERIENCE:** 34 months

**RESEARCH PROJECT:** Preparedness of Health Systems to Implement RBSK: A case of District Early Intervention.

**PREVIOUS ORGANISATIONS:**

1. Rashtriya Bal Swasthya Karyakram| Audiologist speech and language Pathologist
2. Siemens Best Sound centre, Get-well hospital | Audiologist, speech and language pathologist
3. PANDA (Professional Developing assistance for National Asset) for Saraswata college diploma in special education (Mental Retardation) | Audiologist, Speech and language Pathologist

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | M-ward | UPHC | Administrative intern

**SECOND INTERNSHIP:** Institute of Health Management, Pachod

## Dr. Mukesh Kumar Sahoo

**WORK EXPERIENCE (IN MONTHS):** 6

**RESEARCH PROJECT:** Comparative study of Navjyoti scheme to improve maternal and child care by prevention of morbidity and mortality among newborn in district of Koraput and Sambalpur, Odisha.

**PREVIOUS ORGANISATIONS:** S.C.B Medical college, SVNIRTAR | Physiotherapist

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | P North Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** RAHA Jashpur, Chhattisgarh



**GRADUATION**  
Bachelor of Physiotherapy,  
Swami Vivekanand National  
Institute of Rehabilitation  
Training and Research, Cuttack,  
Odisha

## Dr. Muneer Mammi Kutty

**WORK EXPERIENCE (IN MONTHS):** 7

**RESEARCH PROJECT:** A study on the drug consumption pattern in urban Kerala.

**PREVIOUS ORGANISATION:** Aswas Ayurveda clinic, Kannur | Consultant Ayurvedic Physician

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | L Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** RUHSA department, CMC Vellore, Tamil Nadu



### GRADUATION

Bachelor of Ayurveda Medicine and Surgery, Amrita Vishwa Vidyapeetham, Coimbatore

## Dr. Nidhi Varma



### GRADUATION

Bachelor of Dental Surgery, Maharana Pratap Dental College, Kanpur

**WORK-EXPERIENCE (IN MONTHS):** 24

**RESEARCH PROJECT:** Home based neonatal care – A study in Madhya Pradesh.

**PREVIOUS ORGANISATIONS:** Arushi Dental Clinic Allahabad | Dental Surgeon

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | P North ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** SOCHARA, Ganj Basoda, Madhya Pradesh

## Pallavi Sudhakar Lakade

**WORK EXPERIENCE (IN MONTHS):** 18

**RESEARCH PROJECT:** Evaluation of quality of health services in a primary health centre, a case study based on Donabedian model.

**PREVIOUS ORGANISATIONS:** Bombay Hospital and Medical Research Centre, Mumbai | Junior Physiotherapist

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | L Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** Basic Health Care Services, Udaipur, Rajasthan



### GRADUATION

Bachelor of Physiotherapy, K.J Somaiya College of Physiotherapy, Mumbai (MUHS, Nasik)

## Pallavi Muraleedharan

**WORK EXPERIENCE (IN MONTHS):** 8

**RESEARCH PROJECT:** Interpreting the Role of Nurses in Kerala's Public Health Care System.

**PREVIOUS ORGANISATIONS:**

1. Kerala Nursing Forum (Nursing Journal) | Editorial Assistant
2. Baby Memorial Hospital, Kozhikode | Registered Nurse

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | P North Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** ASHWINI, Gudalur, Tamil Nadu



**GRADUATION**

B.Sc. Nursing, Baby Memorial College of Nursing, Kozhikode, Kerala

## Dr. Parvathy Mohandas



**GRADUATION**

Bachelor of Ayurveda Medicine and Surgery, Vaidyaratnam Ayurveda College, Thrissur, Kerala

**WORK EXPERIENCE (IN MONTHS):** 24

**RESEARCH PROJECT:** Falls among the elderly population of Kerala and their implications in their future life.

**PREVIOUS ORGANISATIONS:** Mother Hospital, Thrissur | Consultant Ayurvedic Physician

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | L Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** RUHSA Department, CMC Vellore

## Piyush Khanorkar

**WORK EXPERIENCE (IN MONTHS):** Fresher

**RESEARCH PROJECT:** Cost Analysis study of anticancer drugs.

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | M Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** IHM, Pachod

**ADDITIONAL INTERNSHIP:** Tata Trust, Mumbai



**POST-GRADUATION**

Master of Pharmacy (Pharmacology), Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur

**GRADUATION**

Bachelor of Pharmacy, Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur

## Dr. Pradnya Parikh

**WORK EXPERIENCE (IN MONTHS):** 18

**RESEARCH PROJECT:** Health seeking behaviour and out of pocket expenditure of people with diabetes in urban slums.

**PREVIOUS ORGANISATIONS:** Bright smiles multispecialty dental clinic, Mumbai | Associate Dentist

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | P North Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** Basic Healthcare Services, Udaipur, Rajasthan



**GRADUATION**  
Bachelor of Dental Surgery,  
Government Dental College  
and Hospital, Mumbai

## Dr. Prajakta Baburao Gholap



**GRADUATION**  
Bachelor of Dental Surgery,  
MGV'S KBH dental college and  
hospital, MUHS, Nasik

**WORK EXPERIENCE (IN MONTHS):** 22

**RESEARCH PROJECT:** Provision of Rashtriya Kishore Swasthya Karyakram under the National Health Mission.

**PREVIOUS ORGANISATIONS:**

1. Dr. Deokar's dental clinic, Nasik | Associate Dentist
2. Dental solutions, Colva, Goa | Associate Dentist

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | L Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** MAHAN trust, Amravati, Maharashtra

## Dr. Prarna Satija

**WORK-EXPERIENCE (IN MONTHS):** 21

**RESEARCH PROJECT:** To study the self care among type 2 diabetic patients in Haryana.

**PREVIOUS ORGANISATIONS:**

1. Deen Dayal Upadhyay Hospital, New Delhi | Junior Resident
2. Sharma Dental Clinic, Panchkula Haryana | Associate Dentist

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | L Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** Care India, Bihar



**GRADUATION**  
Bachelor of Dental Surgery,  
Panjab University

## Dr. Preeti Pandita

**WORK-EXPERIENCE (IN MONTHS):** 45 Months

**RESEARCH PROJECT:** Mental health status of elderly male population and utilization of mental health services in Jammu district of Jammu & Kashmir.

**PREVIOUS ORGANISATIONS:**

1. ECHS Hospital, Jammu | Associate Dentist
2. Private Dental Clinic, Jammu | Associate Dentist

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | L Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** Care India, Bihar



**GRADUATION**

Bachelor of Dental Surgery,  
Baba Farid University of Health  
Sciences, Punjab

## Prem Kumar Kashyap



**GRADUATION**

Bachelor of Science (Honors) in  
Biotechnology, AMITY University,  
Lucknow, Uttar Pradesh

**RESEARCH PROJECT:** Health Service Utilisation Pattern of Daily Wage workers of Urban.

**WORK-EXPERIENCE (IN MONTHS):** Fresher

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | L Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** Care India, Bihar

**ADDITIONAL INTERNSHIP:** Tata Trusts (Grameen Vikas Sansthan), Gazipur

## Dr. Princy Mary Joseph

**WORK EXPERIENCE (IN MONTHS):** 19

**RESEARCH PROJECT:** Reproductive Health of Female Migrant Labourers, Kochi, Kerala

**PREVIOUS ORGANISATIONS:** Jagriti Hospital, Faridabad | Dental Officer

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | L Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** RUHSA Department, CMC Vellore



**GRADUATION**

Bachelor of Dental Surgery,  
Christian Medical College,  
Ludhiana

## Dr. Rahulkumar Bhuria

**WORK EXPERIENCE (IN MONTHS):** 45

**RESEARCH PROJECT:** Service Utilisation Of Chiranjeevi Yojana., Dahod, Gujarat

**PREVIOUS ORGANISATION:** Independent practice | Physiotherapist

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | P North-ward | UPHC | Administrative intern

**SECOND INTERNSHIP:** SEWA Rural, Jhagadia, Bharuch (Gujarat)



**GRADUATION**  
Bachelor of Physiotherapy,  
Govt. Physiotherapy  
College, Gujarat University,  
Adhmedabad

## Dr. Rajshree Gaidhani



**GRADUATION**  
Bachelor of Ayurveda Medicine  
and Surgery, Government  
Ayurved College, Nagpur

**WORK-EXPERIENCE (IN MONTHS):** 84

**RESEARCH PROJECT:** Organ donations, transplantations and problems in its processes: Experience narratives of persons involved.

**PREVIOUS ORGANISATIONS:**

1. Rastra Sant Tukdoji cancer Hospital, Nagpur | Resident Medical Officer
2. Tata Memorial Centre, Mumbai | Research Fellow
3. Tata Memorial Centre, Mumbai | Clinical Trial Coordinator
4. Directorate of Health Services, Maharashtra | State Programme coordinator

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | P North Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** MAHAN trust, Amravati. Maharashtra

## Rejesh Bose K

**WORK-EXPERIENCE (IN MONTHS):** 12

**RESEARCH PROJECT:** A study on Diagnostic Pattern and Practises in Urban Kerala.

**PREVIOUS ORGANISATIONS:** Aster MIMS Hospital Calicut | Medical Laboratory Technologist

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | M Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** ASHWINI, Gudalur, Tamil Nadu



**GRADUATION**  
Bachelor of Science in Medical  
Laboratory Technology, Govt  
Medical College, Trivandrum,  
Kerala University



## Dr. Richa Malhotra

**WORK-EXPERIENCE (IN MONTHS):** 12

**RESEARCH PROJECT:** Mental Health Status of Elderly Female Population and Utilization of Mental Health services In Jammu District.

**PREVIOUS ORGANISATIONS:** Indira Gandhi Government Dental College, Jammu | Department of Oral Medicine and Radiology | House surgeon

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | L Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** Seva Mandir, Udaipur, Rajasthan



**GRADUATION**  
Bachelor of Dental Surgery,  
Indira Gandhi Government  
Dental College, Jammu, Jammu  
University, J&K

## Sandeep Karri



**POST GRADUATION**  
Master of Science in Pharmacy,  
National Institute of Pharmaceutical  
Education and Research, Kolkata.

**GRADUATION**  
Bachelor of Pharmacy, Pydah  
College of Pharmacy, Andhra  
University, Visakhapatnam.

**WORK-EXPERIENCE (IN MONTHS):** 14

**RESEARCH PROJECT:** A critical evaluation of NTR Vaidyaseva community insurance scheme from the beneficiary point of view.

**PREVIOUS ORGANISATIONS:** CSIR -IICB | Scientific Support Service (MIND Project)

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | L Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** LEpra Society, Vijayawada, Andhra Pradesh

## Sarveena Sinha

**WORK EXPERIENCE (IN MONTHS):** 63

**RESEARCH PROJECT:** Perceived Healthcare need and utilization of Health Services in Elderly living in Bokaro district, Jharkand

**PREVIOUS ORGANISATION:**

1. KM Memorial Hospital and Research Centre, Chas, Bokaro, Jharkhand | Consultant Physiotherapist
2. Foundation for research in health systems, Allahabad | National urban health mission Consultant

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | M ward | UPHC | Administrative intern

**SECOND INTERNSHIP:** Care India, Bihar



**POST - GRADUATION**  
M.A. Development (Health and  
Nutrition, education), Azim  
Premji University, Bangalore

**GRADUATION**  
Bachelors of Physiotherapy,  
Allahabad Agricultural Institute  
- Deemed University

## Dr. Shivangi Gupta

**WORK-EXPERIENCE (IN MONTHS):** 12

**RESEARCH PROJECT:** Health education in schools: A study of teachers in Uttar Pradesh.

**PREVIOUS ORGANISATIONS:** Maya Physiotherapy centre, Sultanpur | Consultant Physiotherapist

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | P North Ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** Seva Mandir, Udaipur, Rajasthan



**GRADUATION**  
Bachelor of Physiotherapy,  
Jamia Millia Islamia, New Delhi

## Shraddha Shinde



**GRADUATION**  
Bachelor of Pharmacy,  
Bombay College of Pharmacy,  
Mumbai

**WORK EXPERIENCE (IN MONTHS):** 40

**RESEARCH PROJECT:** Study on HMIS, Thane district, Maharashtra.

**PREVIOUS ORGANISATIONS:**

1. CitiusTech, IT healthcare Private Ltd. Solutions, Mumbai | Clinical Informatics Analyst
2. GeBBS healthcare solutions, Mumbai | Medical Coder
3. Meyers Vita Biotics, Thane | Summer Intern

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | P North ward | UPHC | Administrative intern

**SECOND INTERNSHIP:** Basic Healthcare services, Udaipur

## Dr. Snehal Bhagat

**WORK EXPERIENCE:** (In months): 30

**RESEARCH PROJECT:** Voices unheard: An exploratory study to assess the maternal health and child immunization status of female sex workers in Mumbai.

**PREVIOUS ORGANISATION:**

Private Dental Clinic, Mumbai | Full Time Dentist  
A-Connexion, Customer Service, Voice process | Voice and Accent and Process Trainer

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | L-ward | UPHC | Administrative intern

**SECOND INTERNSHIP:** Seva Mandir, Udaipur, Rajasthan.



**GRADUATION**  
Bachelor of Dental Surgery,  
YMT Dental College, Navi  
Mumbai.

## Soniya Rupani

**WORK-EXPERIENCE:** (in months): 10

**RESEARCH PROJECT:** Partnerships in Social Health Insurance.

**PREVIOUS ORGANISATIONS:**

1. Ibruk Consulting Pvt. Ltd, Mumbai | Trainee Technical Writer
2. Kalisage Education Pvt. Ltd., Mumbai | Project Intern
3. Plasma Fractionation Centre, K.E.M. Hospital, Mumbai | Intern

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | M ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** MAHAN Trust, Amravati, Maharashtra



**GRADUATION**

Bachelor of Science in Chemistry, St. Xavier's Autonomous College, Mumbai.

## Usha Brahma



**GRADUATION**

Bachelor of Science in Nursing, Regional College of Nursing, Gauhati University, Guwahati.

**WORK-EXPERIENCE** (in months): 33

**RESEARCH PROJECT:** Job Satisfaction Among Community Health Officers of Assam, National Health Mission, Assam.

**PREVIOUS ORGANISATIONS:** TATA Medical Centre Kolkata (Emergency, Endoscopy & OPD) | Staff Nurse

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | M ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** Raigarh Ambikapur Health Association (RAHA), Chhattisgarh

## Dr. Zinnia Mehra

**WORK EXPERIENCE** (in months): 27

**RESEARCH PROJECT:** A study of non-communicable co-morbidity diseases in India: Determinants, Inequality and Cost of care (IHDS-II).

**PREVIOUS ORGANISATION:** Private dental clinic, Punjab | Dental Surgeon

**FIRST INTERNSHIP:** Municipal Corporation of Greater Mumbai | P-North ward | UPHC | Administrative Intern

**SECOND INTERNSHIP:** Arth, Udaipur, Rajasthan



**GRADUATION**

Bachelor of Dental Surgery, Guru Nanak Dev Dental College, Punjab.

# MASTER OF HOSPITAL ADMINISTRATION



## INTRODUCTION

Hospitals and healthcare facility providers as we see them today; are becoming some of the most complex and fluid organizations to manage in the times to come. This was a challenge, foreseen early by the faculty at the Tata Institute of Social Sciences, who were thus among the pioneers in instituting a full-fledged Masters in Hospital Administration in 1993 which to date remains one of the most coveted training programs this sector has seen. In the increasingly competitive arena of healthcare management education, TISS strives to maintain its tradition of academic excellence whilst simultaneously working to radically transform its academic culture and spirit as is captured in its tryst towards “Re-imagining Futures”.

Innovative and dynamic classroom teaching along with challenge based learning during the Internships puts hospital administration program at par with International teaching standards. This is what shapes one of the finest professionals of the country, striving to serve and lead the hospital and healthcare industry. The basis underlying the course framework is the fundamental understanding of hospitals as socially, structurally, technologically and financially sensitive organizations employing a myriad mix of some of the most skilled and semi-skilled human resources along with a strong emphasis on their theoretical base, students are tested for their conceptual clarity through class presentations, case studies and group tasks simulating decision making in the hospital environment. Keeping in with the pace of the industry, the course content is continuously reviewed and revised to keep abreast of necessary developments whether it is hospital management information systems, Health insurance or Business development strategies for hospitals.

With that, the students would undergo seven months of arduous internships across some of the best hospitals and allied organizations like consultancies, healthcare IT & health insurance companies in the country and simultaneously undertake individual projects addressing some of the relevant concerns or advancements in healthcare.

# INTERNSHIPS

“What the mind does not know, the eyes do not see”... Keeping this very maxim in mind, the sequence of theory subjects and internships has been framed to ensure that students know exactly what they are expected to learn and apply during each of the three, eight-week long internships that they would be credited for in the course of their degree.

After covering key fundamental subjects like Healthcare Finance, Hospital planning, Clinical and Support services & Materials management, at the end of their second semester students are posted in their First internship at major public hospitals in Mumbai like K EM, BYL Nair Hospital, Tata Memorial Hospital, MGM Vashi, BARC Hospital, Holy Family Hospital, Cooper Hospital, Prince Aly Khan Hospital and Rajawadi Hospital to name a few. Students would understand the hospital as a system and take up four clinical and two supportive departments each for detailed analysis and report preparation. Additionally the students also take up case studies / assignments in concurrence with hospital authorities, thereby making meaningful contribution.

By the end of their third semester, they cover Operations research, Legal framework for hospitals Quality management and Medical technology before they start their second internship in large & renowned trust Hospitals across the country like CMC Vellore, Sir Gangaram Hospital, P. D. Hinduja, Breach Candy, Kokilaben Dhirubhai Ambani Hospital, Ruby Hall etc. This time, the students undertake three case studies in various areas of operations, gap analysis for accreditation, patient satisfaction levels, turnaround time for reports, inventory control systems, etc. with practical recommendations that can be implemented.

After covering, Health Insurance, Systems Development & Information Resource Management, Marketing and Business Development Strategies in last semester, the third internship places students in some of the largest healthcare corporations in the country like the Apollo Group of Hospitals, the Fortis Group, the Max Group, Manipal Group of Hospitals etc. In this posting they undertake specific micro-level assessment like modules for staff training, feasibility and marketing plans for new service or hospitals, working on actual HMIS databases and process reengineering for departments.

Before students embark on their professional journey, they serve uncompensated in their choice of healthcare organizations like charitable Hospitals, NGOs, Consultancies, Healthcare IT or Insurance companies for a whole month rendering their knowledge and skills as they would in the organizations they would soon join. All internships follow absolutely stringent attendance rules and surprise visits.

# RESEARCH

Each student is expected to take up an area of choice that he/she would work on for two years during the course under the guidance of both school faculty as well as industry experts to produce a report that is credited at the end of the course. It is referred to as a 'Research Project' as the student is preferably expected to maintain a practical approach with scientific research base towards the topic.

The research project is an attempt to enable the student either to explore & analyse a new trend in healthcare or to work on specific area affecting hospital functioning on a professional basis after completion of the degree. After defining study objectives, the project involves relevant and actual data collection from hospitals that further enhances the field exposure for the students. The report focuses on providing an in-depth understanding of the issue and most importantly, on providing working recommendations and implementable action plans.

Some of the major areas students have attempted to study this year include:

- Quality: Planning, Improvement, Assessment and Evaluation
- Operations and Project Management
- Human Resource Management in Hospitals and Healthcare
- Information and Communication Technology in Healthcare Industry
- Hospital and Healthcare Marketing
- Organizational Behavior in Healthcare Industry
- Hospital Planning: Greenfield Hospitals and Energy Savings Measures in Hospitals
- Business Development Models and Strategic Management in Hospital and Healthcare

At the end of two year program, course structure at TISS aims at equipping students with the pre-requisite skills that would enable them to effectively contribute to not only the organization that they would work for, but also to healthcare industry at large.

## Course Curriculum

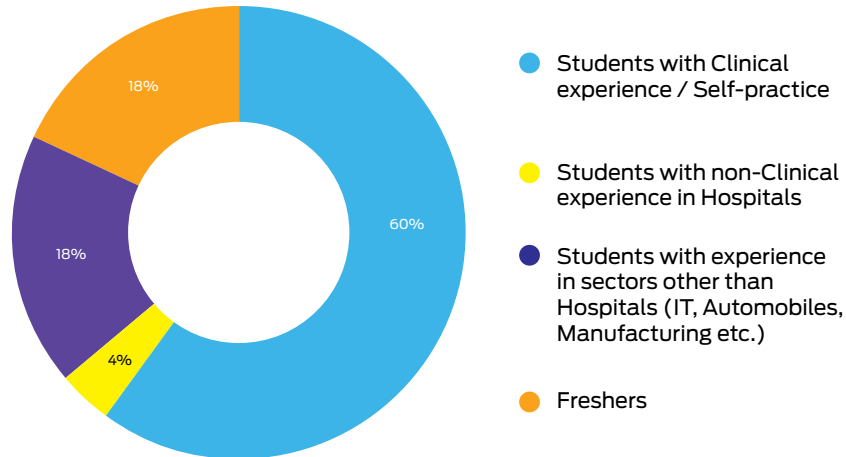
SEMESTER 1		
COURSE CODE	COURSE NAME	CREDITS
FC 1	FC 1 India's Development Experience	2
FC 2	Understanding India's Political Structure	2
FC 3	India's Development Experience	1
FC 4	Understanding India's Political Structure	1
SFC 1	Social Science Perspective on Health	2
SFC 2	Basic Economics and Health Economics	3
SFC 3	Research Methodology I: Quantitative Methods	2
SFC 4	Research Methodology II: Qualitative Methods	2
SFC 5	Introduction to Epidemiology and Biostatistics	2
RM	Research Methodology	1
MBC 1	Principles of Health Services Management	2
MBC 2	Evolution of Health Services	2
MBC 4	Financial Accounting	2

<b>SEMESTER 2</b>		
MBC 3	Organization Behaviour	2
MBC 5	Human Resources Management and Labour Legislation	2
MBC 6	Materials Management	2
HO 1	Management Accounting	2
HO 2	Organization and Administration of Supportive Services	2
HO 3	Organization and Administration of Clinical and Super Specialty Services	2
HO 4	Hospital Planning	2
	First Internship (8 Weeks)	8
<b>SEMESTER 3</b>		
MBC 7	Operations Research	2
MBC 8	Health Insurance	2
MBC 9	Strategic Management in Health Care Settings	2
HO 5	Legal Framework for Hospitals	2
HO 7	Management of Medical Staff, Clinical Services and Medical Committees	2
HO 8	Medical Technology Management	2
	Second Internship (8 Weeks)	8
<b>SEMESTER 4</b>		
HO 6	Systems Development and Information Resource Management in Hospitals	2
HO 9	Quality Management	2
HO 10	Marketing Management	2
HO 11	Financial Management	2
HO 12	Business Development Strategies	2
	Third Internship (8 Weeks)	8
	Project Work	4
	CBCS	8
<b>Total Credits</b>		<b>96</b>

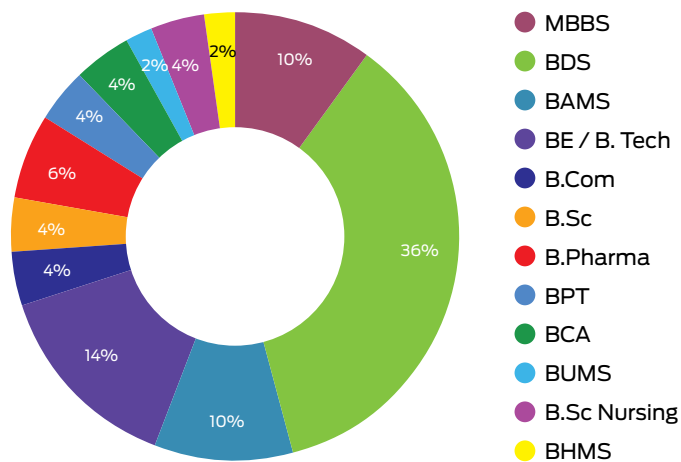
# Hospital Administration Batch Profile

Total Students : 50

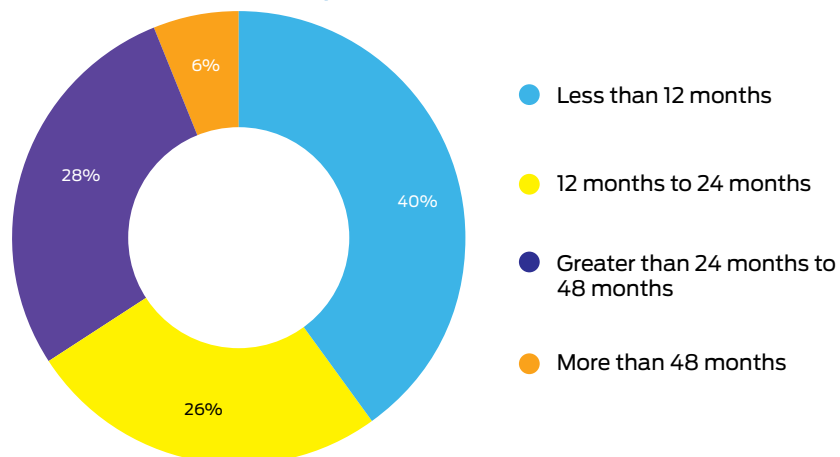
## Profile of Students with Respect to Work Experience



## Profile of Students with Respect to Graduation



## Profile of Students with Respect to No. of Months of Work Experience





## Dr. Aastha Ranjan

**RESEARCH PROJECT:** Activity based costing of blood transfusion process in a hospital

**WORK-EXPERIENCE (IN MONTHS):** 25

**PREVIOUS ORGANISATION:** Bharat Dental Hospital, Haryana

**FIRST INTERNSHIP:** Holy Family Hospital, Mumbai

**SECOND INTERNSHIP:** Sir H. N. Reliance Foundation Hospital and Research Centre

**ADDITIONAL INTERNSHIP:** Tata Memorial Hospital, Mumbai (30 days)

**CASE STUDIES ACCOMPLISHED:**

1. Assessment of pharmacy department according to NABH guidelines and self-assessment toolkit, formulating standard of procedures for pharmacy.
2. Implementing lean six Sigma methodology for process streamlining in radiology department.
3. Assessment of the methodologies adopted by various departments for measuring NABH key performance indicators.



**GRADUATION**  
B.D.S (D.A.V. Dental College,  
Yamunanagar, Haryana)

## Dr. Aditi Govind Ambulkar



**POST GRADUATION**  
PGDMLS, PGDHIM (Symbiosis  
Centre for Health Sciences)  
**GRADUATION**  
B.D.S (V.Y.W.S. Dental College  
and Hospital Amravati)

**RESEARCH PROJECT:** Assessment of job satisfaction of I.C.U nursing staff in a tertiary care Hospital

**WORK-EXPERIENCE (IN MONTHS):** 32

**PREVIOUS ORGANISATIONS:**

1. Govt. Dental Hospital- Mumbai
2. Jain Trust Hospital- Amravati
3. Devle Dental Clinic- Amravati
4. My Dental Care- Pune

**FIRST INTERNSHIP:** NMMC General Hospital (FRU)-Vashi, Navi- Mumbai

**SECOND INTERNSHIP:** Grant Medical Foundation's Ruby Hall Clinic Hospital, Pune

**ADDITIONAL INTERNSHIP:** Tata Memorial Hospital, Mumbai (30 days)

**CASE STUDIES ACCOMPLISHED:**

1. Assessment of nursing department by the standards of nursing excellence as per NABH guidelines with the self assessment toolkit in TMH, Mumbai.
2. Feasibility study of Pneumatic Tube System installation in Ruby Hall Clinic, Pune.
3. Document control mechanism.

## Akansha Alisha Tirkey

**RESEARCH PROJECT:** Study on potential application of lean methodology in hospital pharmacy

**WORK-EXPERIENCE(IN MONTHS):** Fresher

**FIRST INTERNSHIP:** Prince Aly Khan Hospital, Mumbai

**SECOND INTERNSHIP:** Holy family Hospital, Delhi

**ADDITIONAL INTERNSHIPS:**

1. Bhagwan Mahavir Medica Superspecialty Hospital,Ranchi (20 days)
2. CapBuild Clinical Skills, Kolkata (20 Days)

**CASE STUDIES ACCOMPLISHED:**

1. Utilisation study of cath lab
2. Redesigning Executive Health Check-up Packages for 300 bed hospital in Kolkata Area
3. Market analysis of package for Laproscopic Procedures in Kolkata Area



**GRADUATION**  
B. Pharmacy (Birla Institute of  
Technology, Mesra, Ranchi)

## Dr. Akansha Ranvirsingh Varma

**RESEARCH PROJECT:** Study of energy consumption and management in a hospital.

**WORK-EXPERIENCE (IN MONTHS):** 38

**PREVIOUS ORGANISATIONS:**

1. Bhutada Gum Care and Implant clinic, Nagpur
2. Jaiswal Geriatric Dental Care Clinic, Nagpur.

**FIRST INTERNSHIP:** Tata Memorial Hospital, Mumbai

**SECOND INTERNSHIP:** Bombay Hospital And Research Centre

**ADDITIONAL INTERNSHIP:** Wockhardt Hospital, Nagpur

**CASE STUDIES ACCOMPLISHED:**

1. Assessment of operation theater and assisting department including department of transfusion medicine, as per NABH Guidelines with self assessment toolkit.
2. Patient safety audit in ICU.
3. Linen management—study of utilization, process cycle and benefits of laundry department.



**GRADUATION**

B.D.S (Swargiya Dadasaheb Kalmegh Smruti Dental College), Nagpur

## Akshay Pradiprao Patil



**GRADUATION**

B. Pharmacy (Vidhyabharti College Of Pharmacy, Amravati)

**RESEARCH PROJECT:** To study the prescription practices for fever in tertiary care hospital in Amravati

**WORK-EXPERIENCE (IN MONTHS):** Fresher

**FIRST INTERNSHIP:** Prince Aly Khan Hospital, Mumbai

**SECOND INTERNSHIP:** Aditya Birla Memorial Hospital, Pune

**CASE STUDIES ACCOMPLISHED:**

1. Utilisation study of Endoscopy Department.
2. Application of Lean management in Emergency Department.
3. Study on finding the gaps between Registration and Admission procedure.

## Dr. Aman Raj Gupta

**RESEARCH PROJECT:** Patient Satisfaction in a Multispecialty Hospital

**WORK-EXPERIENCE (IN MONTHS):** 18, Dentist

**PREVIOUS ORGANISATION:** Goel Dental Care, Delhi

**FIRST INTERNSHIP:** LTMGH (Sion Hospital), Mumbai

**SECOND INTERNSHIP:** St. Stephen's Hospital, Delhi

**ADDITIONAL INTERNSHIP:** Indraprastha Apollo Hospitals, Delhi

**CASE STUDIES ACCOMPLISHED:**

1. Utilisation of Dialysis Machine.
2. Patient safety measures taken in OT to Prevent Surgical Site Infection.
3. Study to measure key performance indicator (correlation between clinical and radiological diagnoses) of Radiology department.



**POST-GRADUATION:** M.Sc. Biostatistics & Epidemiology (International Institute for Population Sciences)

**GRADUATION**

B.D.S. (Sudha Rustagi College of Dental Sciences and Research)