

# Executive Postgraduate Diploma in Human Resources Management

(Weekend Programme)

2014–2015



School of Management and Labour Studies

**TATA INSTITUTE OF SOCIAL SCIENCES**

(Deemed to be University since 1964; under Section 3 of the UGC Act, 1956)

V.N. PURAV MARG, DEONAR, MUMBAI 400 088

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## ACADEMIC CALENDAR, 2014–2015

Last Date for Applying online	April 11, 2014
Written Test and Personal Interview	April 19 and 20, 2014
Announcement	April 29, 2014
Commencement of Academic Session (2014–2015)	June 14, 2014

### PROGRAMME SCHEDULE FOR EXECUTIVE POSTGRADUATE DIPLOMA IN HUMAN RESOURCES MANAGEMENT

Commencement of Classes	June 14, 2014
Module 1 to Module 4	June 14, 2014 to February 15, 2015
Fieldwork 1	February 21 to March 29, 2015
Module 5 to Module 8	April 4 to November 1, 2015
Fieldwork 2	November 7 to December 13, 2015

\* The Programme Coordinator reserves the right to make circumstantial changes in the above mentioned programme Schedule

### CLASS TIMINGS

**Saturdays** : 2:00 pm to 8:00 pm

**Sundays** : 9:00 am to 4:00 pm

The classes will be held at the Institute premises (Mumbai Campus) every weekend except on public holidays.

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## **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 to meet the emerging need for trained human service professionals. TISS was one of the earliest institutions to be recognised as an institution Deemed to be University in 1964 to further teaching and research in the inter-disciplinary areas of Social Sciences. TISS is a centrally funded public university with the entire plan and non-plan grants provided by the University Grants Commission (UGC), Government of India (GoI) since 1964.

TISS has consistently worked for the promotion of sustainable and participatory development and creation of a just and equitable society. TISS has been engaged in research, policy support, programme development and evaluation, training, and advice on development interventions with the ministries and autonomous bodies of GoI; State Governments; bi-lateral and multi-lateral organisations; universities and institutions across the world; the non-government sector, industry, businesses at the national and international levels; and peoples' groups and networks.

A high degree of freedom and autonomy shape the positive work ethos and creativity in the Institute facilitating strong linkages between education, research, field action and knowledge dissemination. TISS was awarded a 5-Star rating by NAAC in 2002. In 2009, the NAAC re-accredited TISS and placed it in Grade 'A' with a score of 3.88 out of 4—the second highest amongst all universities accredited by NAAC until now.

## **TISS: A MULTI -LOCATION NETWORKED UNIVERSITY**

TISS is committed to provide quality and socially relevant higher education in Social Sciences with strong interfaces with management, law, health, physical and habitat sciences. In its effort to democratise access to high quality education in the disciplinary and inter-disciplinary areas of Social Sciences, the Institute has increased the scope, reach and nature of its educational efforts across the country and has integrated students from varied, and particularly, disadvantaged and disenfranchised backgrounds, through concerted measures.

TISS has now grown into a multi-location networked university so as to reach out to students in their own regional contexts. It has campuses in Mumbai, Tujlapur, Guwahati and Hyderabad.

The Guwahati and Hyderabad campuses have been established as "Centres of Excellence with Relevance" that will substantially strengthen basic and applied research in disciplinary and trans-disciplinary areas of Social Sciences. The Tujlapur, Guwahati and Hyderabad campuses of TISS offer a five-year Integrated Masters programme in Social Sciences. The Guwahati and Hyderabad Campuses will offer a three-year B.Ed-M.Ed. programme to produce high quality teacher trainers and revitalise the teacher educators programme in the country.

## **TISS CAMPUSES**

### **TISS MUMBAI**

TISS Mumbai hosts 9 Schools, 8 Independent Centres, and 3 Resource Centres as indicated below:

#### **Schools**

*School of Social Work* with 11 Centres in Community Organisation and Development Practice; Criminology and Criminal Justice; Disability Studies and Action; Equity for Women, Children and Families; Health and Mental Health; Social Justice and Governance; Livelihood and Social Entrepreneurship; Incubation of Social Work Initiatives; South Asia Centre for Studies in Conflict Peace and Human Security; and Learning and Teaching Support Network for Enhancement of Social Work Education and Practice.

*School of Development Studies* with 6 Centres in Study of Developing Economies; Public Policy, Habitat and Human Development; Study of Developing Societies; Population, Health and Development; Nutrition, Research Facility and Advanced Centre for Women's Studies.

*School of Management and Labour Studies* with 6 Centres in Human Resources Management and Labour Relations; Labour Studies; Social Entrepreneurship; Public Policy and Governance; Labour Market and Research Facility and Incubation Centre for Social Entrepreneurship.

*School of Health Systems Studies* with 6 Centres in Health and Social Sciences; Health Policy Planning and Management; Hospital Management; Public Health; India Health Observatory and Social Science Research Facility on HIV /AIDS.

*School of Habitat Studies* with 5 Centres in Urban Policy, Planning and Governance; Science Technology and Society; Water Policy and Governance; Climate Change and Sustainability; and Urban India Research Facility.

*School for Media and Cultural Studies* with 3 Centres in Critical Media Praxis; Study of Contemporary Culture; and Media Archive and Resource Centre.

*School of Law, Rights and Constitutional Governance* with 2 Centres in Law and Society; and Nodal Centre for Excellence in Human Rights Education.

*School for Vocational Education* which will implement training programmes in different trades through partnerships with various industrial and service sectors.

*School of Education* with 2 Centres in Elementary Education; and Research and Development of Indian Languages in Higher Education.

### **Independent Centres**

*Centre for Lifelong Learning*

*Centre for Human Ecology*

*Centre for Research Methodology*

*Centre for Studies in Sociology of Education*

*Centre for Study of Social Exclusion and Inclusive Policies*

*Jamsetji Tata Centre for Disaster Management*

*Centre for Library and Information Management*

*Research and Development*

### **Resource Centres**

*Computer Centre*

*Publications Unit*

*Sir Dorabji Tata Memorial Library*

### **TISS TULJAPUR**

TISS Tuljapur was conceived as a rural campus in 1986, as part of the Institute's Golden Jubilee initiatives towards holistic and sustainable development. The Government of Maharashtra donated 100 acres of barren land in Sindphal village, Tuljapur Taluka, Osmanabad District for this purpose. In the first phase commencing in 1988, community action projects were initiated and linkages built with rural communities. The nature of these projects—making the EGS work for the poor, mobilisation of women and marginalised communities to access services, demonstration of the watershed project, integrating gender and equity aspects, facilitation of community participation in reconstruction and rehabilitation of earthquake-affected people and training of police, block development and local level officials—provided TISS Tuljapur a solid base in the region. The sprawling Tuljapur campus is now a beautiful green campus with excellent infrastructure. It currently offers a five-year integrated master's degree programme in Social Sciences; and M.A., M. Phil. and Ph.D. in Social Work with specialisation in Rural Development. TISS Tuljapur is poised for considerable expansion of teaching, research and outreach programmes in the 12th Plan period.

## **TISS GUWAHATI**

The TISS has intensified its work in the North-Eastern States over the past 10 years, and after consultation with eight State Governments agreed to set up North Eastern Region campus in Guwahati in 2010. While it currently operates from an interim campus in Guwahati city The Government of Assam has allotted land for the permanent campus within Assam Engineering College. The infrastructure development is being funded by the Ministry for Development of North Eastern Region (DONER), Gol.

Within the unique and complex realities of the North-East, TISS Guwahati aims to contribute systematically to the various development processes. The Guwahati campus has got a team of highly accomplished faculty engaged in teaching and research.

## **TISS HYDERABAD**

TISS Hyderabad began functioning in January 2009, and aims to run full-scale operations on its Campus from June 2013. Fund-raising for this and construction of a campus on the 100-acre site in Kothur Mandal, Mehboobnagar district, is under way. Currently, TISS Hyderabad operates and conducts its programmes from an interim campus at the Andhra Pradesh Academy of Rural Development (APARD), Government of Andhra Pradesh.

TISS Hyderabad has strengthened its capacity to deliver academic courses and undertake research on this Campus through several collaborations. In collaboration with Azim Premji Foundation, it has established the Azim Premji School of Education (APSE). The aim of this collaboration is to promote initiatives in education, as well as to facilitate research and technical interchange across the spectrum between the two organisations ranging from curriculum development, research, advocacy; to nurturing partnerships and creating institutions that build broad-basing training capabilities in various governments and non-governmental organisations. Currently, TISS Hyderabad has a strong multi-disciplinary faculty, post-doctoral fellows and research teams spread over 3 centres: Livelihoods Development, Education, and Policy and Governance.

Campus-wise Distribution of Teaching Programmes)

## **TISS Mumbai**

The TISS Mumbai campus offers the following Master's Degree Programmes:

1. Nine Social Work Programmes in
  - Children and Families
  - Criminology and Justice
  - Community Organisation and Development Practice
  - Dalit and Tribal Studies and Action
  - Disability Studies and Action
  - Livelihoods and Entrepreneurship
  - Mental Health
  - Public Health
  - Women Centred Practice
2. Globalisation and Labour
3. Human Resources Management and Labour Relations
4. Social Entrepreneurship
5. Health Administration
6. Hospital Administration
7. Public Health in Health Policy, Economics and Finance
8. Public Health in Social Epidemiology

9. Development Studies
10. Education (Elementary)
11. Women's Studies
12. Climate Change and Sustainability Studies
13. Disaster Management
14. Regulatory Governance
15. Water Policy and Governance
16. Urban Policy and Governance (formerly known as Habitat Policy and Practice)
17. Applied Psychology with specialisation in Counselling Psychology
18. Applied Psychology with specialisation in Clinical Psychology
19. Media and Cultural Studies
20. Library and Information Science
21. Access to Justice

The School of Social Work also offers a one-year, full-time Master's Degree Programme in Management of Voluntary Organisations, and Mental Health for candidates with a Master's degree and work experience. TISS Mumbai offers an M.Phil., Integrated M.Phil.–Ph.D., and direct Ph.D. programmes in Social Work, Social Sciences, Health Systems Studies, and Management and Labour Studies. It also has a lively Study in India programme, which provides opportunities for international students to study and experience Indian social realities through a blend of theory and field experiences.

### **TISS Tuljapur**

The Tuljapur Campus offers two programmes:

1. M.A. Social Work in Rural Development
2. Integrated B.A.–M.A. programme in Social Sciences.

### **TISS Hyderabad**

The TISS Hyderabad Campus offers the following programmes:

1. M.A. Rural Development and Governance
2. M.A. Education
3. Integrated B.A.–M.A. programme in Social Sciences.

### **TISS Guwahati**

The TISS Guwahati Campus offers the following programmes:

M.A. Environment, Ecology and Sustainable Development

1. Five Social Work programmes in
  - Community Organisation and Development Practice
  - Livelihoods and Entrepreneurship
  - Counselling
  - Public Health
  - Labour Studies and Social Security
2. Integrated B.A.–M.A. programme in Social Sciences.

## RESEARCH

The role of academic institutions like TISS in conducting pioneering research rooted in the context of societal realities, and aimed at influencing policy and practice for positive social change, is widely acknowledged. During 2011–2012, a total of 179 research and documentation projects were ongoing at the Institute. Of these, 21 research projects were in multi-disciplinary areas while the remaining were anchored in various Schools/Centres. The ongoing researches at the Institute are in various areas, including children and youth; climate change; community development; corporate social responsibility; dalits and tribals; disaster management; education; food security; governance; human rights; labour and migration; mental health; natural resources management; rural development; urban issues; and women and gender.

## EXTENSION AND FIELD ACTION

As a part of its extension activities, the TISS has been undertaking innovative Field Action Projects (FAPs) since the 1930s. These FAPs focus on the empowerment of marginalised groups, testing new approaches and strategies in response to changing social realities, facilitating development of field-based knowledge and practice–theory continuum, among others. They have played an integral role in the curriculum of social work education. Many important institutional innovations — such as Child Guidance Clinics, social workers/counsellors in hospitals and Family Courts, Special Cells for Violence against Women in Police Stations, Childline — began as FAPs of TISS and were later absorbed into public institutional structures.

## TISS COMMUNITY

The Institute is home to over 150 faculty members who are consistently involved in teaching, research, policy making and institution building. They are supported by technical and administrative staff members and reach out to more than 1,600 postgraduate and 400 doctoral students at any time. The TISS community extends far beyond, encompassing an extensive network of partners, former faculty, researchers, activists, and alumni across the development community worldwide.

## RAGGING

Ragging in any form is strictly prohibited on all campuses of TISS, within the Institute premises or any part of the Institute system, as well as on public transport.

## KEY POSITIONS

<b>Dr. S. Parasuraman</b> M.Sc. (Pune), C.P.S. (IIPS), D.P.D. (ISS, The Hague), Ph.D. (Mumbai)	Director
<b>Dr. Neela Dabir</b> M.S.W. (Mumbai), Ph.D. (SNDT, Mumbai)	Deputy Director (Administration)
<b>Dr. Lakshmi Lingam</b> M.A. (Andhra), Ph.D. (IIT-B)	Deputy Director (TISS Hyderabad)
<b>Dr. Virginius XaXa</b> M.A. (Pune), Ph.D. (IIT-Kanpur)	Deputy Director (TISS Guwahati)
<b>Dr. Abdul Shaban</b> M.A. (Delhi), M.Phil., Ph.D. (IIT-B)	Deputy Director (TISS Tuljapur)
<b>Mr. C.P. Mohan Kumar</b> B.Com. (Madras), M.Com (Madras), Diploma in Financial Management (ICFAI, Hyderabad)	Registrar
<b>Dr. Arvind Tiwari</b> M.A., Ph.D. (Sagar)	Professor and Dean, Students' Affairs



<b>Dr. P.K. Shajahan</b> M.A., (Mahatma Gandhi), Ph.D. (Delhi)	Professor and Dean, Social Protection Office
<b>Dr. Satish Kannamadi</b> M.L.I.Sc., Ph.D. (Karnataka)	Acting Librarian
<b>Mr. D.K. Shetty</b> B.Com. (Ranchi), PGD in PM&IR (XIIS)	Deputy Registrar, Personnel and Administration
<b>Ms. Rajee Menon</b> B.Com. (Mumbai)	Deputy Registrar, Finance and Accounts
<b>Ms. Geetha Venkateswaran</b> B.A. (Mumbai)	Assistant Registrar, Academic
<b>Mr. Mustafa Momin</b> M.Com (Shivaji), D.P.M. (TISS) F.S.M., PGDEM (Mumbai)	Assistant Registrar, Academic

### CORE FACULTY OF SCHOOL OF MANAGEMENT AND LABOUR STUDIES

<b>Dr. D.K. Srivastava</b> M.Com., D.Phil.(Allahabad), F.D.P.M.(IIM-A)	Professor and Dean (SMLS) Chairperson (Oftg.) Centre for Labour Studies
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#### *Centre for Human Resources Management and Labour Relations*

<b>Dr. Bino Paul G.D.</b> M.A.(Calicut), M.Phil., Ph.D. (IIT-B)	Professor and Chairperson
<b>Dr. Sasmita Palo</b> M.A, L.L.B., M.Phil., Ph.D. (Berhampur)	Professor
<b>Dr. Premalatha</b> M.A.( Alagappa), Ph.D.(TISS)	Associate Professor
<b>Dr.. Sarala K. Rao</b> M.B.A., M.Phil., Ph.D. (Andhra University)	Assistant Professor (Selection Grade) and Programme Co-ordinator
<b>Dr. Zubin R. Mulla</b> B.E. (Pune), PGDBM, Ph.D. (XLRI, Jamshedpur)	Assistant Professor
<b>Dr. Gordhan Saini</b> M.B.A. (Udaipur), Ph.D. (Banasthali), Post-Doctoral Fellow (IGDR)	Assistant Professor
<b>Mr. Abhishek Kumar</b> M.A. (TISS)	Assistant Professor
<b>Mr.Vaibhav Pagare</b> M.A. (TISS)	Programme Officer (EPGDHRM)

#### *Centre for Labour Studies*

<b>Dr. Varsha V. Ayyar</b> M.A. (Shivaji), Ph.D. (Mumbai)	Assistant Professor
<b>Dr. Srinath Jagannathan</b> M.A. (Mumbai), F.P.M. (IIM-A)	Assistant Professor
<b>Dr. Sharit Bhowmik</b> M.A. (Mumbai), Ph.D. (Delhi)	ICSSR National Fellow

#### *Centre for Social and Organisational Leadership*

<b>Dr. P. Vijayakumar</b> M.A. (Calicut), M.Phil. (Bharathiar), Ph.D. (TISS)	Assistant Professor and Chairperson
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#### *Centre for Public Policy and Governance*

<b>Dr. B. Venkatesh Kumar</b> M.A., Ph.D. (Mumbai)	Professor and Chairperson
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#### *Centre for Social Entrepreneurship*

<b>Dr. Satyajit Majumdar</b> M.B.A. (IGNOU), Ph. D. (BITS-Pilani)	Professor and Chairperson
<b>Dr. Samapti Guha</b> M.A., Ph.D.(Jadavpur), Fellow (LSE)	Associate Professor
<b>Dr. Nadia Marakkath</b> M.Com. (Calicut), Ph.D. (NIT, Calicut)	Assistant Professor
<b>Ms. Archana Singh</b> M.S.W. (Agra University), M.Phil. (TISS)	Assistant Professor

### *Incubation Centre for Social Entrepreneurship*

<b>Dr. Satyajit Majumdar</b> M.B.A. (IGNOU), Ph. D. BITS,(Pilani)	Professor and Chairperson
<b>Mr. Sanny Kumar</b> M.A. (TISS)	Programme Manager

### *Labour Market Research Facility*

<b>Dr. Bino Paul G.D.</b> M.A.(Calicut), M.Phil., Ph.D (IIT-B)	Professor and Chairperson
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### *School Secretariat*

<b>Mr. M. Ramasubramanian</b> M.Com. (Shivaji)	Section Officer
<b>Ms. Alka Davkare</b> B.Com. (Marathwada)	Assistant
<b>Ms. Sujata Tupe</b>	Lower Division Clerk
<b>Ms. Manali Patil</b>	Lower Division Clerk

## **EXECUTIVE POSTGRAUDATE DIPLOMA IN HUMAN RESOURCES MANAGEMENT**

This is Eighteen month part-time professional programme of instruction and training leading to the award of Executive Postgraduate Diploma in Human Resources Management (EPGDHRM) for the working professionals whose careers are otherwise blocked for want of a suitable professional qualification. It will be found useful by those who seek careers at executive and managerial levels in HR/Personnel Departments of industrial organisations.

### **Who Should Apply?**

The course is specially designed for junior and middle level executives who wish to get professional qualifications in the area of Human Resources Management (HRM) & Labour Relations (LR).

### **Objective of the Programme**

The objective of this programme is to bring the best of theory and practice to the participants so that they acquire a wholesome mix of a business orientation with an understanding of HR best practices grounded in social realities.

The Executive Programme is designed to develop Executives into professionally competent and socially sensitive management graduates, fully equipped to take on the challenges of the business world.

In other words, we hope that at the end of this programme participants must be equipped with the knowledge, skills, and attitudes to handle significantly higher responsibilities in their organizations than what they started off with.

### Key Features of the Programme

- 18 months part time professional programme of instruction and training.
- Flexible modular schedule that encourages students to pursue high quality education without comprising on job commitments.
- Helps working professionals who wish to move upward or transit to a new occupational profile.
- Right blend of theory and practice imparted by Faculty and Practitioners from reputed companies to contribute to teaching the programme
- Innovative workshops to be offered between certain modules.
- Utilizing your weekends to gain knowledge and learn about the best practices of Human Resources Management, systems and processes in organizations.

## CURRICULA

### Distribution of Credit Hours

The total credit hours for the Executive Postgraduate Diploma Programme will be 44 as detailed below:

- 16 papers of carrying 2 credit hours each : 32 credit hours
- 4 Papers carrying 1 credit hour each : 4 credit hours
- Field work I (5 weeks) : 6 credit hours
- Fieldwork II NGO Placement (4 weeks) : 2 credit hours

The course follows a modular scheme. The entire curriculum will be covered in eight modules.

Module	Subjects Covered	Credits
1	FC 1: Foundation Course: Understanding Socio-Economic & Political Environment of Business	1
	HRM1: Management of Human Resources	2
	HRM2: Sociology of Organisations, Theory and Design	2
2	HRM3: Organisational Behaviour	2
	HRM4: Business Research & Statistical Techniques	2
3	HRM5: Business Communication	1
	HRM6: Industrial Relations	2
	HRM7: Employment Law I	2
4	HRM8: Labour Economics	2
	HRM9: Employment Law II	2
	Field work I: ( 5 Weeks)	6
5	HRM10: Human Resource Planning, Employee Resourcing & Competency Based Management	2
	HRM11: Performance Management	2
	Assessment Centre	-

Module	Subjects Covered	Credits
6	HRM12: Learning and Development	2
	HRM13: Reward Management	2
7	HRM14: Employee Welfare and Benefits Administration	2
	HRM15: Organisational Development and Change	2
	HRM16: Conflict Management and Negotiation Skills	1
8	HRM17: Employee Counselling	2
	HRM18: Business Strategy and Strategic Human Resources Management	2
	HRM19: Analytics for Human Resource Professionals	1
Field Work II: NGO Blocks ( 4weeks)		2
TOTAL CREDITS		44

## Course Description

### HRM 1: Management of Human Resources

Concept, Scope, Evolution of HRM, Theoretical perspectives/approaches to HRM, Role of HRM in strategy, Environment of HRM, Internal and external forces/factors affecting HR function, Human resource planning–Business and HRP, The process, its link with strategic planning and SHRM, Significance of HRP in the changing environment, Job analysis, Job Description, Job Specification, Job Competence Assessment; Job Design: Approaches and Methods; Recruitment and Selection- sources of recruitment, Process of selection, methods/testing instruments, innovations in selection; Placement and Induction, Job Design: Approaches and Methods; Career management-Designing and developing career management system in organisation; Job Evaluation – Methods of Job Evaluation, Evolving Job Evaluation Programme; Human resource Evaluation- Rationale for HR evaluation, methods and approaches of HR Evaluation; Case studies in HRM.

### HRM 2: Sociology of Organisations, Theory and Design

The division of labour and the concept of organisation, The rise of bureaucracy and the notion of rationality, scientific management; Fordism, the human relations school and theory z, Classification of organisations; Social Exchange theory, Organisation Theory: Population-Ecology Model, Resource-Dependence Model, Rational Contingency Model, Transaction Cost Model, Institutional Model; Organisational Design: Structural Forms: Internal Design Elements. Contemporary Trends of Organisational Design, Organisational Decision Making Models; Assessing the External Environment; Boundary Spanning, Challenges of Organisational Design & Inter-organisational Relationships; Organisation Architecture and the business performance.

### HRM 3: Organisational Behaviour

Introduction Organisational Behaviour, Meaning of behaviour and behavioural models, Scope and processes; Understanding Individual Differences: The Self Concept: self-esteem, self efficacy, self monitoring etc.; Personality and Personal effectiveness; Perceptual Processes, Attribution Process, Emotion; Theories of Motivation; Leadership and Team behaviour; Organisational communication; Managing conflict; Cultivating organisational culture.

### **HRM 4: Business Research & Statistical Techniques**

Need for evidence-based management; science and the scientific approach; problems, hypotheses; and variables; reviewing the literature (how to read a journal article); writing a literature review; survey research, correlation and regression; sampling and data collection; statistics and SPSS; experimental research and ANOVA; case study research; grounded theory, ethnography, content analysis, and action research.

### **HRM 5: Business Communication**

Face to face Communication: The Art of Self Talk, Mastering process of internal conversation, Communicating under stress. Communication in organisation: How to develop a communication Strategy. How to hold successful Business Meetings. Mastering the written communication. Strategies for successful Public Speaking and Effective listening: Strategies for overcoming stage frights and enjoy the process.

### **HRM 6: Industrial Relations**

A conceptual framework for Industrial Relations systems, Evolution of Industrial Relations in India and contemporary issues in industrial relations, Trade unionism-issues and current trends, labour legislations and management of industrial conflicts, Collective bargaining for productivity improvement Strategies for building employee engagement and implementing workplace innovations through six sigma and quality circles.

### **HRM 7: Employment Law I**

Foundations of law: General idea of jurisprudence; ILO Conventions and Indian labour laws; Classification of labour legislations; Industrial Employment Standing Orders Act; Industrial Disputes Act, 1947; Settlements and case laws/ studies including productivity settlements: Machinery under the act, Retrenchment, lay off and closure, Sec 17B (appeal before higher courts) and Sec 33; The Trade Union Act, 1926

### **HRM 8: Labour Economics**

Model of Labour Market, agents in a labour market, Scope; Labour supply: Measuring Labour Force, Labour Supply Curve, Non Market sector; Labour demand: Technology and Demand for Labour, Production Function, Productivity; Labour Market Equilibrium: Market structure and wage determination, Minimum Wages, Monopoly and Monopsony; Human Capital: Education and earning Wage and Schooling, Return to Schooling, On the Job Training, Investment in Skills, Labour Mobility; Labour Market Discrimination: Forms of Discrimination, Measures of Discriminations, Race, Caste and Gender; Economics of Trade Union: Unions, Strikes, Union Wage Effects; Economics of HR Processes: Hiring Standards, Screening, Signalling, Turnover, Retention Strategies, Bidding for employees, Job Design, Performance Evaluation & Reward, Employment Relationship, Tournaments, Efficiency Wages; Applying Economic Logic in HR: The logic of benefits and costs – Absenteeism, Employee Turnover, Health and wellness, Employee engagement, Staffing utility, Value of job performance, Training programmes; Overview of Indian Labour Market.

### **HRM 9: Employment Law II**

The Contract Labour Regulation and Abolition Act, 1970: Discussions thro' case laws and situations on Sec 10, Important elements of a contract; Payment of Bonus Act; Factories Act, 1948; Shops and Establishments Act; Workmen Compensation Act 1923; ESI Act, 1948; Payment of Gratuity Act

### **HRM 10: Human Resource Planning, Employee Resourcing & Competency Based Management**

HR Planning: Productivity Management, Quantitative determination of Human Resource requirements : Work Study, Strategic Planning and Human Resource Planning, Human Resource

Planning in Changing Context, Qualitative determination of human resource requirements: Job Analysis, Human Resource Demand Forecasting, Human Resource Supply Estimates, Action Plans – Separation, Action Plans – Retention, Training, Redeployment & Staffing; Employee Resourcing: Employee resource pools and approaches to build access to current and future needs. Understanding Talent surpluses/shortages. Developing alternate Resourcing approaches, evaluating and choosing the appropriate ones. Understanding effectiveness and efficiencies of various tools/techniques/processes to attract potential talent. Various recruitment and selection methods including use of Psychometric, Assessment Centre, Internet-based, etc. Understanding resourcing approaches for mix of entry level and lateral hiring choices. Competency Based Management: Concept of Competency. Developing a Model. Generic / Specific Models. Competency Based Applications: Recruitment & Selection, Promotion, Performance Management, Succession Planning, Development & Career Pathing, Compensation, Integrated HRIS

### **HRM 11: Performance Management**

Performance Management: Philosophy, Conceptual Framework, Different Approaches To Performance Management, Significance of Performance Management In The Fast Changing Environment. Performance management and development process Planning, monitoring, reviewing and mentoring managee development. Operationalising change through performance. Performance Management System And Its Linkages With Other Systems: Reward driven integration, development driven integration, goal setting and monitoring. Designing Performance Management Systems : Challenges and obstacles to performance management, building performance oriented culture, designing, implementing a performance management strategy; factors influencing the use of performance management (External and Internal). Approaches to Performance Measures: performance appraisal methods, Measures of performance by behaviour, by result and by process. Developments in performance management systems: Team based performance, Multi -Source and 360 degree feedback, competency based appraisals, balanced scorecard – concept and application, Performance Management Initiatives: Cases on Performance Management.

### **HRM 12: Learning and Development**

Psychology of learning and learner motivation, contemporary principles, styles and strategies of learning and learning process and its application for training. Training process: Identification of Strategic Training needs, development of specific training objectives, instructional design and Instructional System Design (ISD Model), Development and delivery of training: Traditional Training Methods (Lectures and Demonstrations ,Games and Simulations ,On-the-Job Training) , Choosing a Training Method. Technology Based Training Methods : Computer Based Training, Effective Online Learning. Executive Coaching and Mentoring; Evaluation of Training, Kirkpatrick Model of Evaluation; ROI on Training

### **HRM 13: Reward Management**

Introduction to Pay Model; Strategy and compensation; Internal alignment; Job analysis; Job evaluation; Person-based structures; Competitiveness; Designing pay levels & pay mix; Pay for performance; Equity based compensation systems; International pay systems; Government & legal issues in compensation; Management of compensation systems

### **HRM 14: Employee Welfare and Benefits Administration**

Meaning of decent work and its need at the present juncture; Four pillars of decent work: employment, rights at work, social protection and social dialogue, Safety at work: factory and office, Economics of safety, Legal protection and its effectiveness, Occupational safety and health; Waste generation and impact on environment; Problems of e waste ; Importance of wellness and health; Industrial disasters.



### HRM 15: Organisational Development and Change

Defining the concept OD, historical perspectives of OD, OD Values, External environment and OD; Systems framework and Organisations; Theoretical developments in the area of action research, Survey feedback and socio-technical systems; Appreciative Inquiry; Organisational diagnosis; Human processual, techno structural, human resource and strategic interventions; Technological uncertainty and interdependence and OD interventions; Models of change , change management; Changing ontology of leadership, Leadership and Change. Becoming a change agent/competencies for an OD consultant; Measuring effectiveness of OD interventions, Unresolved issues and current developments in the OD filed. OD and Organisational Capability.

### HRM 16: Conflict Management and Negotiation Skills

Conflict Management: Introduction, Developing the Learning Agenda, Conflict Cycle, Interpersonal conflicts, Conflict Management preference styles, Conflict Management- Case Analysis, Developing listening skills.

Negotiation Skills: Introduction to Negotiations as a Decision Making Process, Theoretical and Behavioural framework of Negotiations: Need Theory: Gerald Nierenber- The Art of Negotiation Walton & Mckersie's- Four Analytical Approaches Negotiate Anything- Herb Cohen Balance Theory of Attitude Change- Heider, The process of Negotiations, Negotiations Strategy and skills.

### HRM 17: Employee Counselling

Meaning of counselling. Need for counselling in the work place. Goals of counselling, immediate, long term. Types of counselling: crisis counselling, facilitative counselling, preventive counselling and development counselling. Theoretical consideration. Methods of counselling – directive, non-directive. Counselling process – problem identification, strategies and skills. Counsellor-counseee relationship. Content of counselling – preparation, intake, procedure, rapport, termination of interview. Counselling environment. Specifics of counselling – observation, listening, non-verbal behaviour, communication, questioning, silence, transference. Specific counselling problems, job related and personal, individual, family. Treatment of these problems through counselling. Follow-up, post-appraisal counselling. Counselling for retirement. Case studies.

### HRM 18: Business Strategy and Strategic Human Resources Management

What is Strategy? What is not Strategy? Strategy – Market Based View, Understanding Industry and Industry Structure Strategy – as plan and deliberate action Strategy – Resource Based View, Strategy – Capability Based View, Core Competence, Strategy as process and organisational design, Human Resource Management as strategic process – talent sourcing and retention, Managing Innovation, Introduction to Balance Score Card and designing HR Score Card.

### HRP 19: Analytics for Human Resource Professionals

Identifying key HR variables for data analysis, use of MS-excel and SPSS to generate reports and dashboards, use of descriptive statistics for HR decisions, learning and applying multivariate data analysis techniques such as multiple regression analysis, logistic regression, factor analysis, cluster analysis for HR decisions like retention, compensation and training.

### ELIGIBILITY CRITERIA

- I. For applying this Programme applicants should have completed their Bachelor's Degree of minimum of 3 years duration or its equivalent ( under the 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) from a recognised university, in any discipline AND
- II. Having at least 3 Years of work experience **after graduation as on 11th April 2014** in managerial or supervisory category, preferably in personnel/administration department

**Intake: 50 Seats**

## RESERVATIONS

### Scheduled Caste and Scheduled Tribe Candidates

As per GOI requirements, 15 per cent and 7.5 per cent & 27% seats are reserved for SC, ST and OBC(NC) candidates, respectively.

### Persons with Disability

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

### Kashmiri Migrants and Children of Arm Forces

One percent Kashmiri migrants subject to Gol directives. Five percent Children of Arm Forces employees (supernumerary quota).

## APPLICATION PROCEDURE

### General Instructions

1. The Information Brochure can be downloaded from the TISS website [www.tiss.edu](http://www.tiss.edu).
2. Last date for online submission of forms along with requisite documents is **April 11, 2014**. The Written Test and Personal Interview are scheduled to be held on **April 19–20, 2014**.
3. Candidates are requested to read through the eligibility criteria and application procedure in the information brochure before filling up the form.
4. The application fees is Rs. 1020/- (if being paid by Credit Card/ Debit Card/ Net-banking) or Rs. 1000/-, + bank charges (if being paid through bank by cash). Candidate has to pay this amount.  
***For more details refer to the section 'Application fee payment' below.***
5. A candidate should not fill more than one form. If a candidate is found to have filled more than one online form, his application will be cancelled.
6. Candidates are required to apply through the online application form only. Candidates applying by any other method, will not be considered.
7. Candidates who are found to be ineligible due to inadequate academic qualification, work experience or fail to produce necessary caste certificates, experience certificates or any other document required at the time of admission will be rejected.
8. We assume that all information provided by the candidates in the application form is true. If found untrue, the candidate will be disqualified for further rounds of the admission process.

## ONLINE APPLICATION FORM

In order to start filling the online application, the candidate has to register using his email ID at <http://epgdhrm-admissions.tiss.edu>. During registration the candidate can set a password. The candidate can then use his/her registered email ID and password to login into the system.

The online form has been divided into 5 sections described below:

### Basic Details

Candidates can save these details as many times as they wish. But once the details are confirmed, no modifications will be allowed. Once the details are confirmed, the candidate can move on to the "Academic Details" page.



### Academic Details

1. Candidates have to add details for the following examinations in which he/she has completed his/her formal fifteen years of formal education ( under the 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) from a recognised university, in any discipline.
2. For every examination the following details have to be added: University/Board, Name of School/ College and Place, Month and Year of Entry, Month and Year of Passing, Percentage, Class, Division or Rank, Subjects of Study.
3. The instructions for adding details for every examination has been mentioned in the 'academic details' page. Once the details on this page are confirmed the candidate can move onto fill the 'experience details'.

### Experience Details

1. The 'experience details' link will be activated only if the candidate has answered 'Yes' to the question 'Do you have minimum 3 years of work experience after graduation ?'
2. The candidate needs to add the following for every organisation he/she has worked in place, from date, to date, nature of work, reason for leaving.
3. Only details of work experience gained after graduation has to be added.

The instructions for adding work experience details has been mentioned in the 'experience details' page. Once the details on this page are confirmed the candidate can move onto 'Upload Documents'.

### Upload Documents

All candidates have to mandatorily upload digital copy of their recent photograph, signature and graduation marksheet of the final year.

### Application Fees Payment

1. Candidates have the option of paying by cash or through the payment gateway.
2. The application fees is Rs. 1,020/- (if being paid by Credit card/ Debit card/ Net-banking) or Rs. 1,000 /-, + bank charges (if being paid through bank by cash).

### Payment Through Cash

1. Candidates paying by cash have to download the challan from the online application system. The challan is divided into three sections: TISS Copy, Student Copy, Bank Copy. Candidates have to take the downloaded challan along with the cash and pay at the State Bank of India bank only. The bank official stamps an 'SBI journal number' on the challan. Candidates have to then upload the 'TISS Copy' of challan and enter the 'SBI Journal No.' in the system and confirm.
2. After scrutinizing the uploaded challan if it is found that the challan copy is not authentic the application will be rejected and the candidate will be sent an email informing the same.

### Candidates Paying using Credit/Debit Card, Netbanking

There may be instances where one would receive a message from the bank informing that the amount has been deducted from the bank but the application form will show that the payment is still 'Pending'; in such cases candidates are advised to not make a payment again and check the payment status after 12 hours, if the payment status on the home page of the online application form still shows 'pending', the candidate should make the payment again and complete the application form. The deducted amount will be transferred to the account by the bank within 15 working days.

## ACKNOWLEDGEMENT

Once the payment is done the candidate will be redirected to a page with an acknowledgement. The acknowledgement is to be preserved till the end of the admission process.

### Support

Candidates facing technical issues are requested to write an email to [epgdhrmadmission@tiss.edu](mailto:epgdhrmadmission@tiss.edu) with an appropriate subject and description of the problem. Alternatively the candidate can call **TISS Help Line 022-25525252** for general enquiries or for registering technical issues faced while filling the online application form.

## VERIFICATION OF DOCUMENTS

Candidates short-listed for Written Test and Personal Interview will be required to bring the Xerox copy of documents along with original documents for verification on 19th and 20th April, 2014.

Below are the documents to be produced at the time of verification

1. Caste certificate for Scheduled Caste (SC) / Scheduled Tribe (ST) and Other Backward Class (OBC [NC]).
2. Non-creamy layer (NC) certificate for OBC candidates for the year 2012-13
3. Income certificate for the financial year 2012-2013 only for candidates belonging to SC/ST and OBC-NC category.
4. Xth Std. Marksheet / Passing Certificate
5. XIIth Std. Marksheet / Passing Certificate
6. Degree certificates (under the 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) from a recognised university, in any discipline) as applicable.
7. Work experience certificate
8. Kashmiri migrant certificate
9. Disability certificates for persons with disability (PWD) candidates.
10. Name Change Certificate, if applicable.

## SELECTION PROCEDURE

Those satisfying the eligibility requirement will be called for the Written Test and Personal Interview by the Selection Committee. The list of selected candidates will be notified on the institute Notice Board and the Institute Website (<http://www.tiss.edu>). The Institute will not take responsibility for informing the selected candidates by post. Candidates may make inquiries on **TISS Helpline: 2552 5252 / 2552 5253**.

## RULES AND GUIDELINES

### Rules and guidelines concerning coursework, Attendance and Assessment

The EPGDHRM programme comprises a predefined set of courses which includes twenty courses and two field work (Internships), each of which is assigned specific credit value or may be non-credited but compulsory.

### Assessment Unit/s

Each course will be assessed through the following assessment unit types with prescribed weightages, which is provided at the commencement of each course. These may involve individual or group work:

- Assignments: which are held in the course, conducted as individual or group assessments.
- Class presentation: individual or group which are held as a part of different subjects.
- Reflective Journals.
- Faculty assessment of class participation
- Written tests (open book, closed book, take home) conducted during or at the end of the course.
- Viva/ oral test or examination.
- Observation by faculty/ supervisor.
- Non credited compulsory requirement of the programmes require testimony of participation from the course teacher. It may include evaluative components, which will be mentioned in testimonials.
- No course has only one type of evaluation unit. Each course has at least an assignment and end term examination.
- In general the total number of assessment units will not exceed the number of credits of the course. For e.g. a two credit course is assessed by two units of assessment- an assignment and an examination or two assignments or two tests.

## REQUIREMENTS FOR PASSING THE EXECUTIVE POSTGRADUATE DIPLOMA IN HUMAN RESOURCES MANAGEMENT

### Grading Scheme

A ten point grading scheme from 0-10 is used for grading all assessment units. The following is the scheme of letter grades, equivalent grade point and qualitative description of the same.

Letter grade	Grade points (for GPA)	Qualitative description of letter grade
A+	10	Outstanding performance
A	9	Excellent
A-	8	Very good
B+	7	Good
B	6	Moderate Competence
B-	5	Reasonable Competence
C+	4	Average Competence
C	3	Below Average Competence
C-	2	Unsatisfactory
D	1	Unacceptable and Blank Answers
F	0	Absence or withdrawal from a course is indicated by 'ab'

Note: C+ (4 or 40%) is the minimum grade for passing in an individual course including Field Work/ Internship/Research Project)

- The grade point of a course is computed by taking the weighted average of the grade point received on each assessment unit and rounding off to one decimal point.
- A student must receive a minimum grade of C+ equivalent to 4 points or 40% , to be considered pass in a given course.

### Assignment Submission

- Assignments that are submitted after the prescribed limit decided by each course teacher (i.e. after the assignment due date, but before an assignment closure date), may be assessed and a penalty of lowering of grade by 1.00 point may be applied.
- No assignment submissions are permitted beyond the assignment closure date, as prescribed. Student will be given '0' grade and the assignment will be considered submitted as supplementary.

### Programme completion /Credit Requirements Fulfillment

- The programme requirements include credited and non credited activities.
- The cumulative grade point average (CGPA) is computed as the credit-weighted average over all courses undertaken over all modules, of all credit accumulated until that assessment period. The CGPA is reported to one place of decimal and is also reported at the end of each module on the grade card.
- A student must maintain a CGPA of 4 points (equivalent to C+ or 40%) in each course in order to remain in the programme.
- After obtaining the minimum requirement for the first module ,a student may temporarily withdraw from the programme, through a written application and with adequate reasons for the same.
- Under any circumstances a student must complete all requirements and accumulate all requisite credits of a particular programme within five years from the date of admission into the programme.
- A student must satisfactorily complete all compulsory requirements and accumulate all requisite credits of a particular programme in order to become eligible for the diploma.
- A student must receive a CGPA of 4 points (equivalent to C+ or 40%) to be considered to have completed the programme successfully.

### ATTENDANCE

- The grade earned by a given course will be credited to the student only if he/she has the requisite attendance.
- Every student is expected to maintain regularity and 100% attendance for all course requirements: Classroom/theory courses ,field practicum, field trips, etc.
- A minimum of 75% attendance is required for all taught courses.
- In the case of field practicum, the maximum days of absence ,which can be condoned , is less than 10% of the total practicum period.
- Absences for medical or other exigent reasons have to be taken with permission through a leave application submitted to the Programme Coordinator.
- Students who have less than 75% attendance will be declared 'failed' in their course and will receive a '0' grade point for the course. They will be graded with 'ab' in their grade card. Such students will not be eligible to complete the course through supplementary assessments and will be required to repeat the course when it is offered.

### SUPPLEMENTARY AND IMPROVEMENT

- A student must receive a minimum grade of C+ equivalent to 4 points or 40% , to be considered pass in a given course. A student who receives a grade point less than 4 or 40% is expected to appear for the supplementary exam.

- Supplementary and Improvement assessment will be announced along with the declaration of results of a particular module.
- Students will apply for supplementary, if they have failed in a given course, or if they had to miss examination for any valid reason (Sanctioned by the Dean on recommendation of the Programme Coordinator), or for improvement if they wish to improve their grades.
- The supplementary /improvement assessment will be conducted as per a prescribed schedule involving submission of assignments or examination as prescribed for each course.
- In the case of improvement, the better grade will be considered.
- If the student fails to complete a course satisfactorily through Supplementary-1, then the student will be required to register for supplementary-2 as per the schedule announced.
- If a student fails to complete the course satisfactorily through supplementary -2 , then he/she will be declared as failed in the course and will be required to complete the course in future whenever it is offered ,along with the requisite attendance, etc.
- For all courses completed through supplementary-1 mode, an 'S1' will appear on the grade card, next to the grade. For all courses, where grade is improved through improvement assessment, an 'I' will appear on the grade card next to the grade. For all courses completed through Supplementary-2 mode, an S2 will appear on the grade card next to the grade.
- Grades received through supplementary/improvement mode will not be considered for award of prizes and other mentions of academic achievement of the institute.

## RE-EVALUATION

- A student who desires to have re-evaluation of his /her answer papers, or field work performance, shall be required to apply for re-evaluation within 10 working days after declaration of results of the module, by paying the requisite fees. Re-evaluation means verification of grades and /or reassessment of answer papers, assignments field work performance. The re-evaluation procedure of the institute will be followed.

## Pursuit of Unfair Means

- If a student is found engaged in any unfair means he/she will be deemed to have failed in the course and will be required to appear for supplementary evaluation.
- The following acts, shall be deemed to have used unfair means at examination.
  - a) Having in possession papers, books, notes or any other material or information relevant to the examination in the paper concerned;
  - b) Giving or receiving assistance of any kind or attempting to do so;
  - c) Copy/Cheating in examination, assignments and the field work reports;
  - d) Writing question(s) and or/ answer(s) on any material other than the answer book given by the hall Supervisor for writing the answers;
  - e) Tearing off the answer book, supplement answer books, etc., or a part thereof;
  - f) Contacting/talking or trying to contact/talk with any other person during the examination time;
  - g) Using or attempting to use any other undesirable method or means in connection with the examinations, e.g. using abusive language in the answer book, disclosing identity in answer book.
  - h) Smuggling in/out an answer book/question;
  - i) Impersonation:
  - j) Running away with the answer book; and
  - k) Any other act amounting to serious misconduct.

The Hall Supervisor/Chief supervisor in case unwanted materials are found with a candidate, will follow the procedure lead down by the institute in this respect.

### PENALTIES

- If a student is found copying/cheating in an examination, he/she will be deemed to have failed in the course and will be required to appear for supplementary examination.
- If the same student is found copying /cheating in any other following modules he/she will be deemed to have withdrawn from the programme.
- If a student is found copying/cheating in the assignment having less than 50% weightage, the student will be given supplementary to that portion of the assignment. If the weightage of that part of assignment is 50% or more in which the student is caught copying/ cheating, the entire assignment of the course will be cancelled and new assignment will be given as supplementary.
- If a student is found reporting falsely in the field work recordings, he/she will be deemed to have failed in the field work and will be required to repeat the field work/ in another field work agency in consultation with the Programme Coordinator and the field work supervisor.

### WITHDRAWAL OF DIPLOMA

The Governing Board, on the recommendation of the Academic Council of the Institute, by a resolution passed with the concurrence of not less than two-thirds of the members voting, can withdraw any degree, conferred by the institute.

### Award of Postgraduate Diploma

The students, who have successfully completed their programme of study will be admitted to the **Certificate/Diploma Conferment function of the Short Term Programmes.**

### FEES AND DEPOSITS

Fees	Installment			
	I	II	III	IV
Admission	200	-	-	-
Tuition	67,250	67,250	67,250	67,250
Identity Card	100	-	-	-
Examination	200	200	200	200
Certificate	-	-	-	400
Field Work	-	400	-	400
Library	400	400	400	400
Library Deposit (Refundable)	2000	-	-	-
Institute Day	50	-	-	50
Total(in Rupees)	70,200	68,250	67,850	68,700

#### Note:

1. Total fees payable is Rs. 2,75,000/-.
2. Fees once paid will not be refunded.
3. The fees and deposits should be deposited in any Branch of SBI in India on or before the due date of the Installments mentioned below and an official receipt to be obtained.
4. Late payment of installments will be charged with fine as per rules.

Installments	Due Date
I	During Admission
II	August 31, 2014
III	November 30, 2014
IV	February 28, 2015

## LOCATION, ACCESS AND COMMUNICATION

The two Mumbai 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. Purav Marg, earlier known as the Sion-Trombay Road. This Campus houses most of the schools, centres, and the administration. The nearest local railway station is 'Govandi'. State Transport (ST) buses from Kolhapur, Solapur, Goa, Pune, and other cities pass by the Institute and the nearest ST bus stop is 'Maitri Park'. The BEST bus stop nearest to TISS is the Deonar Bus Depot.

### Locations Bus Routes

From Dadar Station 92, 93, 504, 506, 521 (all Ltd.), AS-592, 111

From Chhatrapati Terminus 21 (Ltd.).

From Bandra Station 358, 371, 505 (all Ltd.), AS 505, 105

From Kurla Station 362 and 501 Ltd. From Sion 352

### Postal Address

Tata Institute of Social Sciences, P.O. Box 8313 , Deonar, Mumbai 400 088.

## ENQUIRIES

The telephone board functions from 8.00 am. to 8.00 p.m. from Monday to Saturday.

**TISS CARE HELPLINE (022) 2552 5252**

**Email: [epgdhrmadmission@tiss.edu](mailto:epgdhrmadmission@tiss.edu)**

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

*For further information, please contact or write to:*

**1. Mr. Dilip Kale** (Incharge, STP Section)

**Tel. No. :** 022-25525253 (Direct)

**E-mail :** [stp@tiss.edu](mailto:stp@tiss.edu)

**2. Mr. Vaibhav Pagare,** (Programme Officer)

**Tel. No. :** 022-25525822

**E- mail :** [epgdhrm@gmail.com](mailto:epgdhrm@gmail.com)

All information available in this brochure was correct at the time of going for printing.

- The Tata Institute of Social Sciences reserves the right to modify any information in this Brochure.
- The decision of the Director, TISS, is final in the case of interpretation of rules, procedures, etc.
- All disputes subject to the legal jurisdiction of Mumbai city only.