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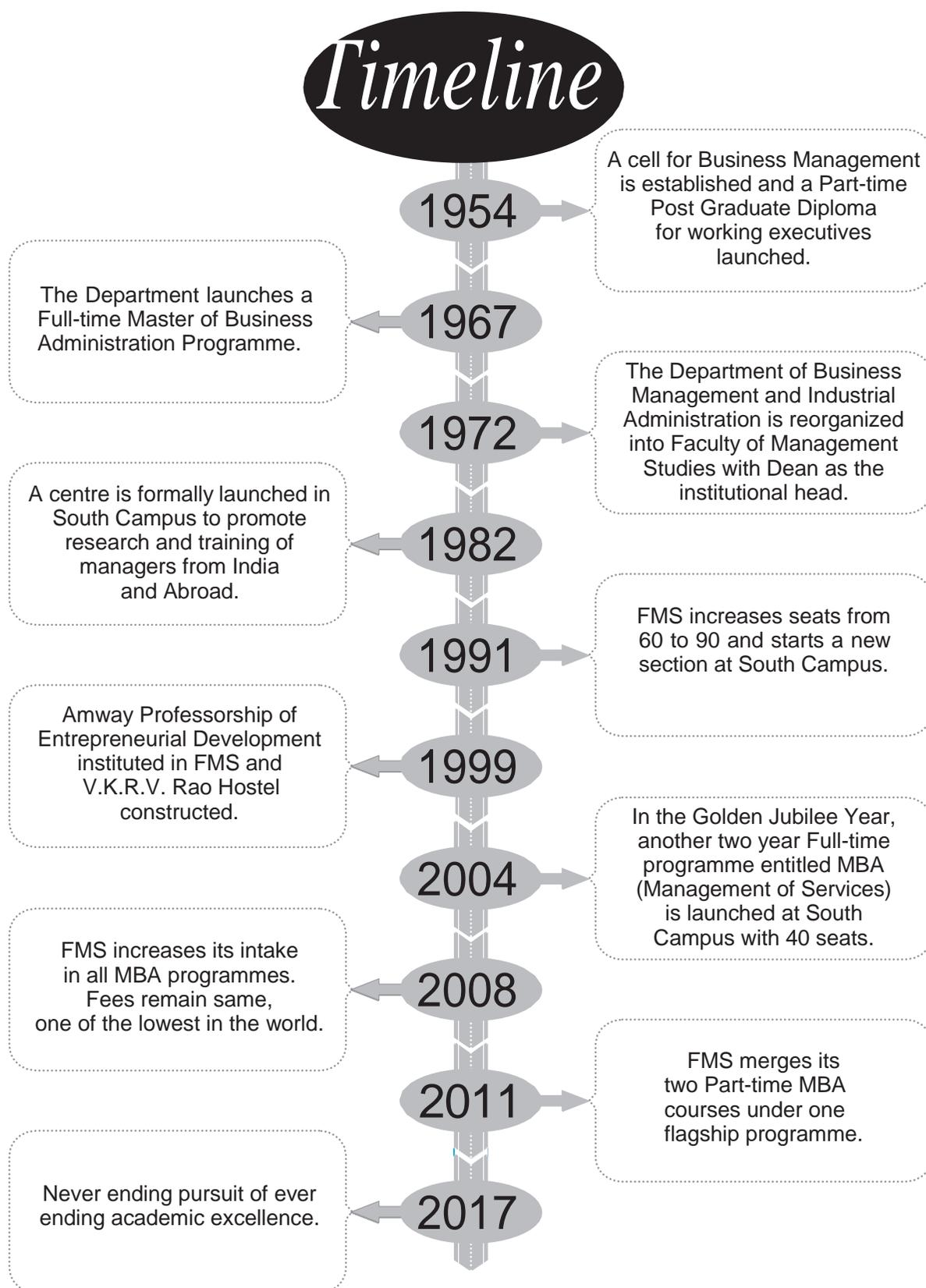
## Our Vision



Leaders are individuals who relentlessly toil to inspire others to contribute towards the common good of all. Leadership is all about unwavering faith in one's values and a tacit contract of symbiosis with one's environment. With a heritage of more than 60 years, FMS has a distinguished tradition of preparing business leaders, professionals and entrepreneurs who can deliver in the fast changing digital world of today. With innovative pedagogical methods and techniques, a world renowned faculty, and mentorship by our global alumni, we inspire our participants to be thought leaders and pave the way for creating a better tomorrow not just for themselves but for the society at large.

FMS has the unique privilege of being a part of one of the premier universities of the world - the University of Delhi. It draws resources from some of the finest departments of Economics, Law, Sociology, Psychology, Anthropology, Commerce and Operations Research of University of Delhi. Our collaborative approach involves inputs from various departments that give the benefit of a much wider spectrum and deeper understanding of the concepts as well as the context. Our frequent industry interactions, strong industry interface and mentorship programmes consistently add to knowledge of the relevant tools, and the ability to decisively think through problems and opportunities. Our excellent placement record, over the years, only reiterates the fact that, at FMS, the values of pursuit of excellence, striving for perfection and relentless perseverance are the cornerstones of its rich cultural legacy.

## Leading from the Front... Since 1954





Professor A. Dasgupta

*Founder Dean*

Faculty of Management Studies (FMS)  
University of Delhi

## FMS in Historical Context

Shortly after independence a band of visionaries led by Professor V.K.R.V. Rao and supported by then Prime Minister Pt. Jawaharlal Nehru were fired by the ambition to create a centre for advanced learning and research in the social sciences comparable to the best in the world and worthy of an independent sub-continent.

Thus, in 1948 the Delhi School of Economics (DSE) was conceived on the lines of the London School of Economics. Subsequently, when Prof. Rao became the Vice-Chancellor of the University, the process of setting up four new departments, namely, Sociology, Geography, Business Management and Commerce, was initiated.

Prof. A. Dasgupta was inducted into the Delhi School of Economics (DSE) by its founder, Prof. V.K.R.V Rao, to nurture the newly constituted Department of Business Management and Industrial Administration. Not unlike his mentor, Prof. Dasgupta too was an institution builder par-excellence. His dream and vision was to take the Department to the status of a full-fledged Faculty, a leading university based institution of management education with the stature of an internationally known School of Business.

Guided by the vision of its founders, the school lays highest importance on maintaining excellence in teaching, both as an end in itself and as a basis for creativity and for sustaining excellence in research.



## Message from the Vice-Chancellor

**F**ounded in 1922, the University of Delhi is known for its outstanding contribution to teaching, research and service in nation building. Today, the university stands to meet the enormous expectations of society by nurturing professionals and scholars of high caliber, who can offer solutions to a broad range of issues.

The Faculty of Management Studies (FMS), University of Delhi, that made a modest beginning with a three year part-time Post Graduate Management Programme in Business Administration for senior and middle level executives in 1954, is now a pioneering institute of management education in India. Over the years FMS has developed a state of the art infrastructure with access to journals, databases, softwares etc.

The placement records of FMS over these years have been exemplary and many of its alumni are now top corporate leaders. I am sure many bright students aspire to get admission in FMS as their first preference.

My best wishes to the prospective students.

**Professor Yogesh Tyagi**

*Vice Chancellor*  
University of Delhi



## Message from the Dean

### Faculty of Management Studies: A Brand Unparalleled

Faculty of Management Studies (FMS) - a tradition of excellence - prides itself in providing driven and motivated individuals a platform for innovative thinking and acquiring entrepreneurial skills to become tomorrow's great business leaders.

**T**he Faculty of Management Studies, University of Delhi made a modest beginning in 1954 under the leadership of Prof. A. Dasgupta with a three year part-time Post Graduate Management Programmes in Business Administration for middle and senior level executives. The institute was started at Delhi School of Economics and the first set of professors was trained at the Stanford Business School. The vision as I see must be to provide Indian managers with the best available business models and tools for greater efficiency and productivity in different sectors.

FMS continues to draw faculty members from world's finest institutions and with diverse work experiences. The past decades have witnessed a significant growth in the nature and number of programmes offered at FMS. FMS has exchange programmes and collaborative arrangements with leading business houses, management institutions and professional associations in India and abroad. In appreciation of its contributions, the Industrial Finance Corporation of India and Amway Corporation have created Chair Professorships in Industrial Management and Entrepreneurial Development respectively. Shanti Prasad Jain Advanced Management Research Center as a research and development wing of FMS has been set up at the University of Delhi, South Campus with assistance from Bennett Coleman & Company Limited.

With business education at an inflection point, we must strive to equip future leaders with competence and character to address emerging global business and social challenges. The next three years I will be working for global positioning of FMS rooted in Indian culture and philosophy connected with societal cause for social efficiency and happiness. I have been working extensively on integrating these elements into organizational leadership and value based management; which is the need of the hour in order to create morally healthy, socially sensitive sustainable organizations.

Let the noble thoughts come from all directions!

*Sunita Singh Sengupta*

**Sunita Singh Sengupta**

*Head & Dean*

Faculty of Management Studies (FMS), University of Delhi

## Leading from the front since 1954

Faculty of Management Studies (FMS, Delhi) is one of the oldest B-Schools in the country, established in 1954 under the aegis of the University of Delhi. The institute was started as a part of the Delhi School of Economics and has grown to be a full-fledged management institute. Being a part of University system, it has been contributing to the industry, businesses, government and social sector at par with leading business schools.

Having started with an evening Masters Programme in Management in 1954, it commenced its MBA (Full-Time) Programme in 1967. FMS went on to establish Shanti Prasad Jain Advanced Management Research Centre at University of Delhi-South Campus to promote research and training of managers from India and abroad in the year 1982. The institute over the years has gained prominence for its learned faculty and students who today occupy coveted positions in the corporate world, both in India and abroad.

Keeping in mind the need of the society and industry, FMS increased intake to its MBA (Full-Time) Programme from 60 to 90 in 1991. The Golden Jubilee Year of FMS in 2004, witnessed launch of another two year full-time programme namely MBA (Management of Services) with an intake of 40 students. In 2011, it merged its two full-time programmes with a combined intake of 226 students. All its programmes today, viz. MBA (Full-Time), MBA Executive, MBA Executive (Health Care Administration), and Ph.D. in Management are well accepted by the industry.



# FMS@ 64: A Transformational Journey of Rich and Experiential Learning

The business world around us is evolving rapidly, and change is perhaps, the only constant. The intensity and speed with which the forces around us are shaping our environment are immensely complex and challenging. Thus, it has become all the more important for us to be able to think strategically and master core business disciplines in order to become the true leaders of innovation and change.

Over the past 64 years, FMS has helped shape diverse personalities and unique talents in order to imbibe the spirit of achieving excellence. The intellectual rigor and exposure that FMS students receive is immense. FMS has carried forward its legacy of 64 years by unifying academics with leadership skills, providing practical experience and training, and most importantly, helping one attain the heights one aspires to reach.

What sets the MBA programme at FMS apart from any other institutions is the ideal mix of opportunities, corporate exposure, and the kind of conducive academic environment that allows the students to realize their dreams, with the flexibility in the curriculum. This journey has truly been transformational for all who have been part of the FMS legacy. The intense mentorship programme and spectrum of activities carried out, instills within every individual the values and culture that this B-School has stood for over all these years. At FMS, one has the liberty to initiate new activities and the collaborative spirit of students makes it possible for numerous such efforts to bear fruits every year.

Those who have walked in through the hallowed portals of FMS will agree that this institution teaches you to take risks and not be afraid to fail. It also imparts the true value of human relationships and how success is driven by it. We are confident about achieving our goals, but we value our failures just as much as our achievements. FMS respects and appreciates your passion and fuels it, so that wherever you go, you leave behind a mark - the mark of a winner.

The combination of a flexible curriculum, a wide array of learning opportunities and a conducive academic environment is the hallmark of this institute. The transformational journey starts from day one and a new entrant is introduced to the culture and values of FMS through an enriching classroom experience and intense mentorship programme. The learner is empowered to collaborate as well as take independent initiatives throughout the year. As much as it is possible to sum up a community, this is FMS having balanced individuals who approach work and play with equal intensity; confident achievers who are brave enough to make mistakes and humble enough to accept them; and dreamers who are grounded enough to know that getting to the top is more fun when the journey is shared. It is this drive and enthusiasm that differentiates and distinguishes us from all others, giving us the winning edge - wherever we go, whatever we do.

## Academic Programmes

### FMS conducts the Academic Programmes

- MBA Executive Programme
- MBA Executive (Health Care Administration) Programme
- MBA Programme\*
- Doctoral Programme\*

\*A separate Information Bulletin is available for candidates applying for MBA and PhD programmes.

## MBA Executive & MBA Executive (Health Care Administration) Programmes

Since 1954, the Faculty of Management Studies (FMS), one of the eminent management schools in the country, has been preparing leaders for business and society. Over the years, students from FMS have gone to lead with vision, knowledge and potential to thrive in a dynamic global economic environment. FMS, being a part of the University of Delhi, follows the strict academic rigour and standards set for curriculum preparation, teaching and examination processes. In response to the changing needs to the industry, FMS has always taken the initiative to develop new programmes, and constantly update the curriculum of teaching pedagogy.

The modular design of the two year evening MBA Executive and MBA Executive (Health Care Administration) programmes has been divided into four semesters over a period of two-years. This builds a strong foundation in the basic areas of management and allows the students to specialize in functional areas of their interest. The curriculum of MBA Executive and MBA Executive (Health Care Administration) programmes rests on two pillars: one, providing a strong conceptual foundation in key functional areas in the first year and the other, enabling a high degree of academic flexibility allowing students to handcraft their MBA experience. The first year introduces students to the essential models and tools, needed to act on their aspirations, enable their evolution into thought leaders and change managers.

In the second year, the learners decide on their professional development plans by reflecting on their first year's learning and past managerial experiences. This experience is augmented by interactions with world renowned faculty and corporate luminaries who together teach 19 core courses. After two years of

360 degree learning, the learners move onto achieve the best of the best in the corporate world. At FMS, the MBA course structure is closely aligned with the contemporary business requirements in today's scenario. The focus is on producing leaders with sound fundamentals to hit the ground running; the ability to challenge conventional wisdom by path-breaking innovations; the ability to execute the most daunting of challenges in the most trying of circumstances, the ability to create synergies amongst the most diverse set of variables; the ability to continuously learn, improvise, adapt, energize, grow and to take the world in their stride.

Working executives are required to complete 7 core or elective courses or a combination of both in every semester. The first year of the course concentrates on imparting management fundamentals like Human Resource, Organizational Behavior and Managing Transitions, Marketing Management, Managerial Finance, Quantitative Methods, Managing Information Technology, etc. This ensures that the executive is introduced to the technical, economic, social and human side of management. The second year maintains the momentum by building on these fundamentals and requires focus on chosen specializations by taking courses in the areas of finance, marketing, systems, strategy, leadership and entrepreneurship. Along with these specialization courses, the participants are also exposed to business strategy courses which focus on skills that enable future leaders to diagnose complex business situations and resolve strategic and organizational problems. In addition to these courses, the learners can opt for non-credit courses, subject to the approval of the Programme Coordinator. The classroom sessions are supplemented by corporate sessions, guest lectures, field studies, live projects, workshops and many such activities, which ensure that the executive learns the practical applications of the acquired knowledge.

## Flexibility

The MBA programme at FMS offers opportunities to working executives/administrators to customize their individual learning as per their unique strengths and interests. This is done through guest lectures, workshops, seminars, specific modules offered by experts from academia and industry. This ensures that the focus of the programmes is not on teaching, but on 'learning'!

## The Programme Structure

The Master of Business Administration (MBA) Executive and Master of Business Administration (MBA) Executive (Health Care Administration) programmes have been divided into two parts. Each part consists of two semesters as under:

Table 1

		Semester-Odd	Semester-Even
<b>Part I</b>	First Year	Semester-1	Semester-2
<b>Part II</b>	Second Year	Semester-3	Semester-4

The MBA Executive and MBA Executive (Health Care Administration) programmes, each has a total of 1120 contact hours, built in to 19 core courses and 9 elective courses, as outlined in the Tables 2 & 3 given below:

Table 2

MBA Executive & MBA Executive (Health Care Administration)	First & Third Semester		Second & Fourth Semester		Total Number of Courses	Total Number of Marks
	Core Courses	Elective Courses	Core Courses	Elective Courses		
<b>1st Year</b>	7	0	7	0	14	1400
<b>2nd Year</b>	3	4	2	5	14	1400
<b>Total</b>	10	4	9	5	28	2800

Table 3

Total Number of Core Courses	19
Total Number of Elective Courses	9
Total Number of Courses	28
Number of Weeks per Semester	16
Number of Contact Hours per Course per Week	2.5
Total Number of Hours per Course	40
Total Number of Contact Hours	1120 Hrs.

## Notes

1. As given in Table 2, each candidate will be required to choose 4 and 5 elective courses in the 3rd and 4th semester of the MBA Executive and MBA Executive (HCA) programmes respectively. In the 4th semester, a candidate may choose to undertake a Project Study in place of one elective course. Thus, the candidate would have a choice to undertake either one elective or a Project Study. Each course, including Project Study, will be of 100 marks.
2. In both the programmes, courses could be offered through online virtual class room mode, provided proper infrastructure is available.
3. In the 2nd year of MBA Executive programme, any candidate seeking to specialize in a Functional Area such as Finance, Marketing, Operations, Strategy and Leadership, Information Technology, Entrepreneurship, would be required to take a minimum of Five Elective Courses in the chosen area. Such candidate shall be awarded MBA Executive degree with specialization in the chosen Functional Area.
4. Candidate pursuing MBA Executive (Health care Administration) programme will be required to choose all their elective courses from the Health Care Administration and Contemporary Courses areas only.
5. The first year classes of both programmes are held jointly. The allocation of the campus will be done keeping in view the availability of infrastructural facilities and proximity of the work place of the candidate. The classes will be held Monday through Saturday.

## Selection Procedure

Applicants can register themselves for admission to MBA Executive and MBA Executive (Health Care Administration) programmes by filling up online application form and by paying the requisite fee of Rs. 1000 for General, OBC and CW (Rs. 350 for SC/ST/PWD category) candidates for each programme, between October 8, 2018 and November 20, 2018.

Total number of seats in MBA Executive and MBA Executive (Health Care Administration) programmes are 172 and 42 respectively, including supernumerary seats for PWD and CW category candidates. The eligible candidates shall be selected for admission to programmes on the basis of following components, as per Table 4.

**Table 4**

S. No.	Components	Maximum Marks	Explanatory Remarks
1.	Academic – Graduation	20	2 marks for every 5% marks over and above 40% marks subject to a maximum of 20 marks.
2.	Executive Experience	20	2 marks for every one year of completed experience beyond 5 years of experience subject to a maximum of 20 marks.
3.	General Ability Test	30	A candidate is required to take a test on Management Aptitude and General Awareness as per the Date and Time to be announced by FMS.
4.	Extempore	15	To be conducted individually for all the candidates.
5.	Personal Interview	15	

## Notes

1. Rounding off a fraction of marks for the purpose of eligibility or in academic component is not admissible.
2. Only completed years of service shall be considered for scoring the experience component. Executive experience out of total experience will be counted as determined by the competent interview board at the time of interview.
3. In case of application showing grade points, conversion formulae as given by the respective university/institute must be supplied otherwise scoring in such cases shall be based on scheme followed by University of Delhi in its admission guidelines for other courses in similar instances.
4. All claims of qualification, experience, reservation, grade conversion, etc. have to be justified at the time of interview.
5. The candidates are required to produce their original certificates and mark sheets at the time of interview.
6. The programme structure and the scheme of courses may change after due process followed at the University of Delhi.

## Eligibility Conditions for MBA Executive Programme

Candidates applying for admission to the two-year evening MBA Executive programme must have pursued at least a three-year Bachelor's Degree programme after twelve years of formal schooling having secured minimum 45% aggregate marks or equivalent grades in any of the disciplines such as Arts, Commerce, social Sciences, Law, Sciences, Mathematics/ Statistics, Medicine, Engineering or Technology. Additionally, she/ he should have at least five years of experience as an executive or an administrator in a commercial/government establishment/registered organization after passing the Bachelor's degree examination. Experience shall be determined as on the 1st April of the year of admission. Candidates should be either sponsored or produce a "No Objection Certificate" to pursue the programme from his/her present employer.

Candidates who do not fulfill all the above eligibility conditions and do not submit all the supporting documents before stipulated date may not be called for interview.

### Note

Please refer to the format – "Certificate from Sponsoring Authority" – provided with this Bulletin for producing the "No Objection Certificate".

## Eligibility conditions for MBA Executive (Health Care Administration) Programme

Candidates seeking admission to the two-year evening MBA Executive (Health Care Administration) programme must have a Bachelor Degree having secured minimum 45% aggregate marks or equivalent grade in any discipline such as Medicine (MBBS)/BDS/BAMS/BUMS/BHMS or Master Degree with 55% marks in Biotechnology/ Genomics/ Genetics/ Nursing/ Bioengineering/ Alternative Systems of Medicine/ Paramedical Discipline/ Pharmacology/ Anthropology/ Zoology or an examination recognized as equivalent thereto. The Master / Bachelor's degree should be of the University of Delhi or any other recognized University/ deemed University/ Institute. The candidate should have at least five years of

experience as an executive or in an administrative position in a public or private or autonomous/ registered Health Care Organization or in Health Sector after acquiring the Bachelor's degree. Experience shall be determined as on the 1st April of the year of admission. Candidate should be either sponsored or produce a "No Objection Certificate" to pursue the programme from his/her present employer.

Candidates who do not fulfill all the above eligibility conditions and do not submit all the supporting documents before stipulated date may not be called for interview."

### Note

Please refer to the format - "Certificate from Sponsoring Authority" - provided with this Bulletin for producing the "No Objection Certificate".

## General Information

### Fee Structure

The annual fee payable to the Faculty of Management Studies, University of Delhi is Rs. 50,000 + Rs. 1,000 (Library Fee) payable in two equal installments of ` 25,000 each for MBA Executive and MBA Executive (Health Care Administration) programme.

### Reservations/Relaxations

Reservations/Relaxations are provided to the candidates as per the existing University of Delhi rules, and as amended from time to time. At present, the reservation in these two MBA programmes are as under:

MBA Executive	MBA Executive (Health Care Administration)
Total Seats – 159	Total Seats – 39
<ul style="list-style-type: none"> <li>• Unreserved : General – 80</li> <li>• Reserved : SC – 24, ST – 12, OBC – 43</li> <li>• Supernumerary Seats : PWD – 8, CW – 8</li> </ul>	<ul style="list-style-type: none"> <li>• Unreserved : General – 20</li> <li>• Reserved : SC – 06, ST – 03, OBC – 10</li> <li>• Supernumerary Seats : PWD – 2, CW – 2</li> </ul>

Each applicant will choose to apply in one of the following 15 Categories:

1. Open or Unreserved (Gen)
2. Scheduled Caste (SC)
3. Scheduled Tribe (ST)
4. Other Backward Class (OBC) – non-creamy layer only
5. Physical Disability (PWD 1)
6. Intellectual disability, condition characterized by significant limitation both in intellectual functioning (reasoning, learning, problem solving) and in adaptive behavior which covers a range of every day, social and practical skills (PWD 2)
7. Mental behavior (PWD 3)
8. Disability caused due to chronic neurological conditions and blood disorder (PWD 4)

9. Multiple disabilities (more than one of the above specified disabilities) include deaf blindness which means a condition in which a person may have combination of hearing and visual impairments causing severe communication, developmental, and educational problems (PWD 5)
10. Widows/Wards of Defence personnel killed in action. (CW 1)
11. Wards of disabled in action. (CW 2)
12. Widows/Wards of Defence Personnel who died while in service death attributable to military service. (CW 3)
13. Wards of disabled in service and boarded out with disability attributable to military service. (CW 4)
14. CW 5
  - (A) Wards of Ex-servicemen and serving personnel who are in receipt of Gallantry Awards; Param Vir Chakra, Ashok Chakra, Sarvottam Yudhseva Medal, Mahavir Chakra, Kirti Chakra, Uttam Yudh Seva Medal, Vir Chakra, Shaurya Chakra, Yudhseva Medal, Sena, Nausena, VauSena Medal, Mention – in – Dispatches
  - (B) Wards of the police personnel who are in receipt of President's Police Medal for Gallantry, Police Medal for Gallantry.
15. Wards of Ex-Servicemen. (CW 6)
16. Wives of: (CW 7)
  - (i) Defence Personnel disabled in action and boarded out from service.
  - (ii) Defence Personnel disabled in service and boarded out with Disability.
  - (iii) Ex-Servicemen and Serving Personnel who are in receipt of Gallantry Awards.
17. Wards of Serving Personnel.( CW 8)
18. Wives of Serving Personnel.( CW 9)
19. Foreign Nationals (FS)

### Important Notes

1. OBC category candidates shall be given a relaxation in the minimum eligibility in the qualifying examination to the extent of 10% of the minimum eligibility marks prescribed for the General Category candidates. For example, if the minimum eligibility for admission to a course is 50% for the General Category candidates, the minimum eligibility for the OBCs would be 45%, i.e. (50% less 10% of 50%).  
 All those candidates who meet the minimum eligibility marks in the qualifying examination and the minimum eligibility marks (if any) in the entrance test shall be eligible for the admission in the order of their merit, keeping in view the availability of seats reserved for them. The OBC candidates who belong to the Non-Creamy Layer and whose castes appear in the Central List of the OBCs only shall be eligible to be considered for admission under the OBC Category. Creamy Layer OBC candidates should apply under General Category.
2. Five percent (5%) seats are reserved for PWD candidates. As per the guidelines approved by the Academic Council, admissions of candidates belonging to PWD categories have to be made in the following order:
  - PWD 1 Physical Disability.
  - PWD 2 Intellectual disability, condition characterized by significant limitation both in

intellectual functioning (reasoning, learning, problem solving) and in adaptive behavior which covers a range of every day, social and practical skills.

PWD 3 Mental behavior.

PWD 4 Disability caused due to chronic neurological conditions and blood disorder.

PWD 5 Multiple disabilities (more than one of the above specified disabilities) include deaf blindness which means a condition in which a person may have combination of hearing and visual impairments causing severe communication, developmental, and educational problems.

3. Five percent (5%) seats are reserved for Children/Widows of the eligible Armed Forces Personnel (CW Category). A relaxation in minimum eligibility to the extent of 5% shall be given in the qualifying examination for CW category applicants.

As per the guidelines approved by the Academic Council, admissions of candidates belonging to CW categories have to be made in the following order of priorities:

CW 1 Widows/Wards of Defence personnel killed in action.

CW 2 Wards of disabled in action.

CW 3 Widows/Wards of Defence Personnel who died while in service death attributable to military service.

CW 4 Wards of disabled in service and boarded out with disability attributable to military service.

CW 5

(E) Wards of Ex-servicemen and serving personnel who are in receipt of Gallantry Awards;

Param Vir Chakra, Ashok Chakra, Sarvottam Yudhseva Medal, Mahavir Chakra, Kirti Chakra, Uttam Yudh Seva Medal, Vir Chakra, Shaurya Chakra, Yudhseva Medal, Sena, Nausena, VauSena Medal, Mention – in – Dispatches

(B) Wards of the police personnel who are in receipt of President's Police Medal for Gallantry, Police Medal for Gallantry.

CW 6 Wards of Ex-Servicemen.

CW 7 Wives of:

- a. Defence Personnel disabled in action and boarded out from service.
- b. Defence Personnel disabled in service and boarded out with Disability.
- c. Ex-Servicemen and Serving Personnel who are in receipt of Gallantry Awards.

CW 8 Wards of Serving Personnel.

CW 9 Wives of Serving Personnel.

Authorities competent to issue educational concession certificates under CW category are:

- Secretary, Kendriya Sainik Board, Delhi
- Secretary, Rajya Zila Sainik Board
- Officer-in-Charge, Records Office
- 1<sup>st</sup> Class Stipendiary Magistrate
- Ministry of Home Affairs (for Police Personnel in receipt of Gallantry Awards)

4. The minimum eligibility requirement for the Scheduled Caste/Scheduled Tribe candidates will be that they must have passed the qualifying degree examination, provided that the minimum eligibility for admission to post-graduate courses be the minimum pass marks of the qualifying examination of the University of Delhi. In the case of Scheduled Caste/Scheduled Tribe candidates

who had passed the last qualifying examination from other Universities, they should have secured at least the same percentage of pass marks at the qualifying examination as prescribed for the equivalent examination of the Delhi University for purposes of admission to the Post-graduate course of the University of Delhi.

5. There is no quota for NRI/PIO/NCT of Delhi candidates.



6. The merit list for the general category seats will comprise of all the candidates in the order of merit. No one will be excluded from the same. In other words, it will also include SC/ST/OBC candidates if they come in the general merit. A candidate will not be excluded from the general category merit list just because she/he belongs to SC/ST/OBC category. Such a candidate will be entitled to be considered under the general category as well as the reserved category. Admission to open category seats will be strictly in order of merit without excluding SC/ST/OBC candidates.
7. Change of category is not allowed after the initial registration by candidate in given category. For example, if a candidate has registered while registering online as a general candidate and later wants to change to any category such as OBC, SC, ST, PWD, CW or vice-versa, such a change would not be permissible.
8. The candidates applying for admission to various courses are permitted to apply simultaneously under Gen/SC/ST/OBC Category as well as CW, PWD and other categories for which reservations/ concession is permissible.

### Attestations

FMS accepts self-attested copies of documents/papers provided by the students. It is made clear that if any false attestation/falsified records are detected, the student will be debarred from attending any course in the University for the next five years and in addition, a criminal case under relevant section of IPC (Viz. 470, 471, 474 IPC etc.) will be instituted against him/her.

### Mode of Application

- All candidates are required to register using the online registration system available on [www.fms.edu](http://www.fms.edu)

- There will be no other mode of registration
- Opening Date: 8<sup>th</sup> October, 2018
- Closing Date: 20<sup>th</sup> November, 2018

### On-line Registration

1. Visit the FMS website <http://www.fms.edu>
2. You will be directed to the On-line registration page. Fill in the required information correctly.
3. Verify the data entered. After the registration information is confirmed, no data can be modified.
4. You will be able to pay the registration fee as per the procedure given below. Go to the payment gateway only after you have confirmed your registration information.
5. You will be directed to the Internet Payment Gateway of the Bank as mentioned in FMS website. Confirm payment through credit card/debit card.

### Communications

Candidates need to check the [www.fms.edu](http://www.fms.edu) website for all notifications, cut-offs, merit lists, waiting lists etc. All communications with the candidates will be done through the registered email address of the candidate. It is the responsibility of the candidates to register using a valid email address. FMS does not take any responsibility of a wrong or non-functional email address of the candidate. Other than emails no other mode of communication will be used.

*For any information or queries related to admissions, the applicants may contact us at:*

*E-mail* : [admissions@fms.edu](mailto:admissions@fms.edu); [ao@fms.edu](mailto:ao@fms.edu)

*Telephone* : 011-2766 6382 –6388 (Working days between 10:00 and 17:00 Hrs)

*Website* : [www.fms.edu](http://www.fms.edu)

Important Dates		
On-line Registration Opens	:	8 <sup>th</sup> October, 2018
On-line Registration Closes	:	20 <sup>th</sup> November, 2018
General Ability Test	:	Date to be announced

# Resources

## Technology Resources

FMS has technology resources and facilities in both its North and South Campuses. Both the campuses of FMS are fully Wi-Fi enabled where students can access Live Databases, Online Journals and the World Wide Web. FMS has a dedicated computer centre for students where they can access online journals, keep themselves updated with day to day developments and also assist themselves in studies. The center is equipped with a variety of software systems such as SPSS, EViews, Lotus Smart Suite, Corel Word Perfect,



Oracle, RDBMS, Visual Basic, Visual C++ etc. Business Simulation and games on Investment Analysis and Portfolio Management are available to the students. The learners can also make use of a host of Corporate Databases such as CMIE's PROWESS. FMS is also equipped with state of the art Video Conferencing facility.

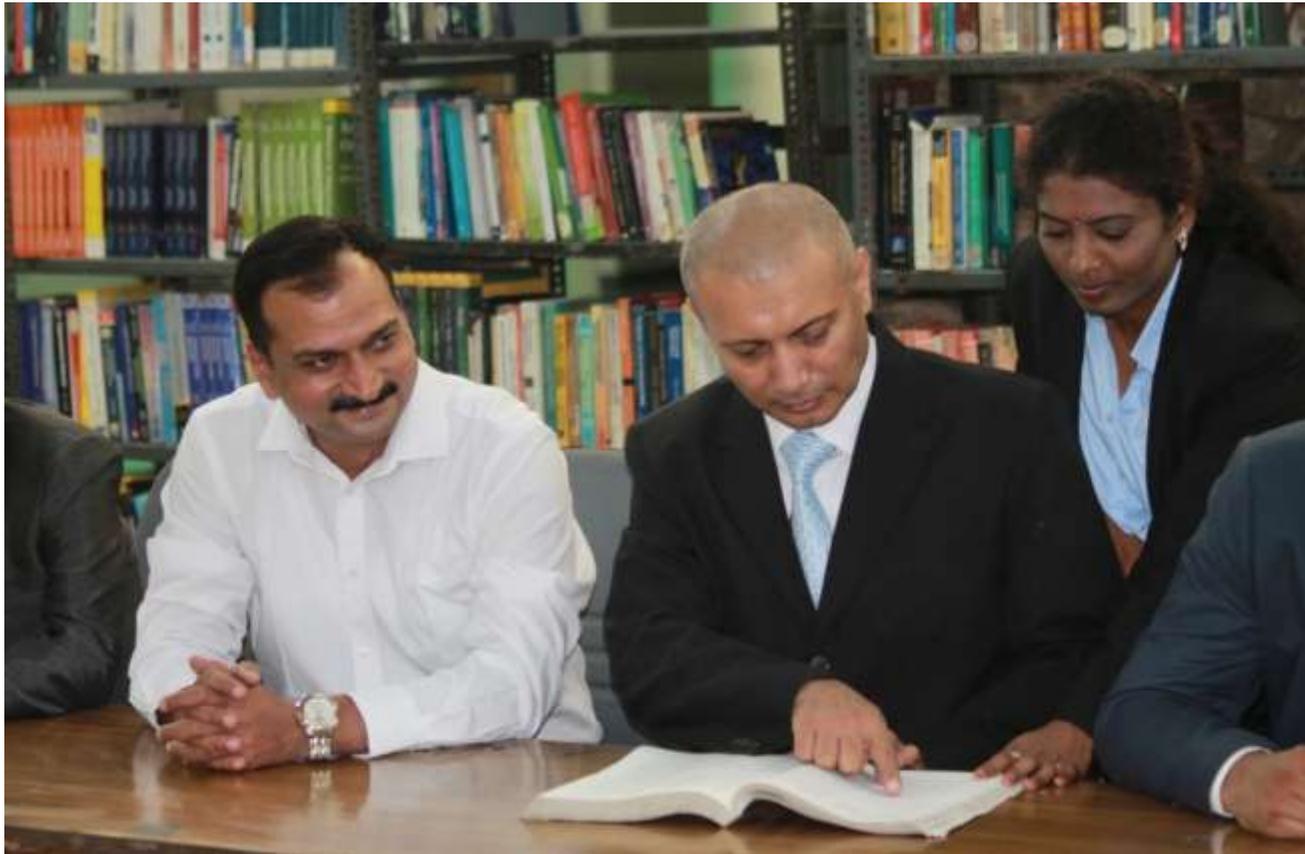
## Finance Lab

In 2012, FMS Delhi became the third campus in India to be equipped with a Bloomberg terminal. Now, it boasts of a complete Finance Laboratory equipped with twelve Bloomberg terminals. The mission of the Finance

Lab is to facilitate applied research in financial markets and to help faculty and students develop a better understanding of the world of finance through simulation of equity markets and to mitigate the risk of financial products. It also aids in the simulation of the real trading environment and learning about trading strategies. With these terminals, students now have



access to live data across the breadth and depth of international markets. The terminals provide information on government securities, equity markets, debt markets, rates, capital structures, industry comparable and a host of other categories.



## Library

FMS North Campus has air-conditioned library housing over 40,000 Books and Journals (including 60 foreign Journals). Learners also have access to the Delhi University Library System which has a collection of over 600,000 books (through Online Public Access Catalogue) and over 8,000 Journals (including Online Journals). In addition, learners also have access to 27 online databases including ABI/INFORM, EBSCO Publishing and UGC-InfoNet.

The learners at the South Campus can also avail the library facilities of S.P. Jain Advanced Management Research Centre along with the University of Delhi South Campus Library, both of which together have more than 1,50,000 books and bound volumes of periodicals. Access to various online journals is also available at the South Campus. A dedicated Internet Access Centre is also available in the nearby UDSC Library.

## Professorial Chairs

There are four Professorial chairs instituted by industry at FMS:

- The Amway Corporation Chair
- The Industrial Finance Corporation of India Chair
- Rajiv Gandhi Chair for Technology Management and innovation (MHRD, GOI)
- Shanti Prasad Jain Advanced Management Research Centre Chair (Bennett, Coleman & Co.)



## Faculty Information

Faculty at FMS is one of its biggest strengths. The faculty at FMS makes learning a different experience altogether. Our faculty believes in collaboration with the industry and interdisciplinary approach. Faculty members are actively engaged in teaching, research, consulting and management development programmes.

### Professors



**Dr. Raj S. Dhankar**  
*(On Leave)*  
*MCom, PhD, PDS (UCLA)*  
Financial Management,  
Security Analysis,  
Portfolio Management



**Dr. M.L. Singla**  
*BE, MBA, PhD*  
Management of Information Technology,  
Computer Application in Management,  
Business Process Re-engineering



**Dr. Sunita Singh Sengupta**  
*Head & Dean*  
Organizational Behaviour,  
Spirituality and Management,  
Indian Ethos in Management



**Dr. Vivek Suneja**  
*MA, MPhil, PhD*  
Strategic Management,  
Entrepreneurship,  
Public Policy



**Dr. Madhu Vij**

*MCom, PhD*

International Financial Management,  
Accounting, Financial Management,  
Merchant Banking & Risk Management



**Dr. Simrit Kaur**

*(On Leave)*

*MA, PhD*

Managerial Economics,  
Economic Environment of Business



**Dr. Sunil Sharma**

*MTech, MBA, PhD*

Production & Operations,  
Total Quality and Supply Chain Management,  
Integrated Management Systems



**Dr. Preetam Khandelwal**

*MA, PhD*

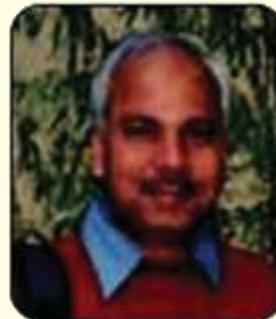
Organizational Behavior,  
Organizational Change,  
Entrepreneurship



**Dr. Mala Sinha**

*MA, DPhil*

Business Ethics & Corporate Social  
Responsibility, Organizational Behaviour,  
Business Communication



**Dr. A. Venkatraman**

*MA, PhD*

Human Resource Management,  
Health Systems Management





**Dr. Kavita Singh**

*MA, MPhil, PhD*

Organizational Behavior,  
Organization Effectiveness & Change  
Business Ethics & Corporate Social  
Responsibility



**Dr. Tanuja Agarwala**

*MA, MPhil, PhD*

Human Resources Management,  
Organizational Behaviour



**Dr. Harsh V. Verma**

*MPhil, PhD*

Marketing Management,  
Marketing of Services,  
Consumer Behaviour,  
Brand Management



**Dr. Pankaj Sinha**

*MSc, PhD*

Financial Engineering,  
Econometrics, Investment &  
Risk Management



**Dr. Debadyuti Das**

*PhD*

Operations and Operation Management,  
Supply Chain Management



**Dr. Monica Singhania**

*MCom, PhD, FCA*

Management Accounting,  
Corporate Taxation



**Dr. Amit Kumar Bardhan**  
*MSc, PhD*  
Management Science,  
Business and Healthcare Analytics

Associate Professors



**Dr. Anupama Vohra**  
*MBA, PhD*  
Marketing Management



**Dr. Garima Gupta**  
*MPhil, PhD*  
Marketing Management,  
Advertising Management,  
Sales Promotion,  
Retailing Management

Assistant Professors



**Mr. Narain**  
*MCom, MPhil*  
Financial Economics



**Dr. Mahima Thakur**  
*MA, PhD*  
Organizational Behavior,  
Industrial Relations,  
Business Communication



**Dr. Anjala Kalsie**

*MPhil, PhD*

Financial Accounting,  
Corporate Finance,  
Valuation & Corporate Restructuring



**Dr. Soma Dey**

*MPhil, PhD*

Managerial Economics,  
Macroeconomics

## Administration

Mr. Prakash Chand, *S.O. (Accounts)*

Ms. Vinita, *S.O. (Academic)*

Ms. Asha Vashishtha, *S.O. (SDC)*

Mr. Rajeev Kapahi, *P.A. to Dean*



# Initiatives at FMS

## Make in India: A Trillion Dollar Question

On 29<sup>th</sup> August, 2015, to celebrate 60 glorious years of FMS, FMS Forum organized a panel discussion on the very seminal topic, “Make in India: A Trillion Dollar Question”. The keynote address was delivered by Hon’ble Finance Minister, Mr. Arun Jaitley. Panel including eminent industry leaders and bureaucrats, Mr. Amitabh Kant, Mr. Richard Rekhy and Mr. Sunil Kanti Munjal moderated by Ms. Shireen Bhan, Managing Editor CNBC TV 18 deliberated on the topic. The event was organized at Vigyan Bhawan, New Delhi.



## Felicitating Ira Singhal

On August 19, 2015, Ira Singhal, the UPSC topper for 2015, an alumnus of FMS, was invited by the Vice Chancellor of the University of Delhi to felicitate for her spectacular achievement. She then visited FMS where FMS Fraternity including students, staff and faculty honored her. She spoke to a group of enthusiastic students, sharing her insights about the business world, her inspirations, what motivates her and the best way to approach one’s dreams.



## Fiesta Convention

The Annual National Convention 2017 was organized by the Faculty of Management Studies on 10<sup>th</sup> of September 2017 at India International Centre, New Delhi. The event kick-started with our Dean, Ms Sunita Singh Sengupta addressing the students and panelists. The audience comprised of MBA and PhD students from various B-schools. Post inauguration, the first Panel Discussion on “People Analytics- HR as a data driven function” witnessed leaders from various domains talking about the importance and longevity of HR as a function and the importance of People’s Analytics in today’s world and its future prospects. The second panel’s discussion was centred around the theme - ‘Behavioral Change for better India—Role of citizens’, which comprised of prominent leaders of the corporate world as well as from the government sector. This discussion was an amalgamation of various perspectives and insights on the need to incorporate change to bring about a behavioral shift in India. The panel discussions were indulging and provided the students with a better outlook of HR as a data driven function and the urgency of behavioral change by the citizens of the country.



## Social Initiatives

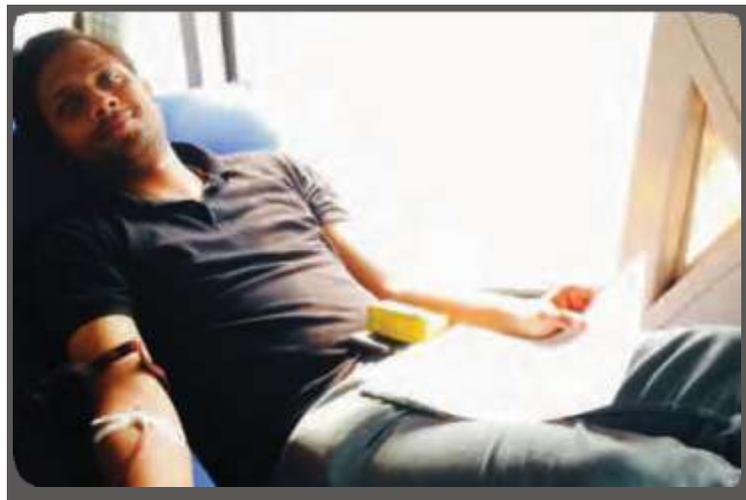
The social service cell at FMS - Vihaan believes in increasing awareness among the students to various social causes and issues and bringing about meaningful change in the society through affirmative action. FMS students have the right attitude and aptitude to use their skills for the betterment of society by giving sustainable solutions while solving business cases for NGOs during induction events 'Abhiyaan' and 'Samadhaan', or helping children in 'Teach India' and 'Big Friend Little Friend' program. Vihaan is also associated with NGOs like Bhumi, Datri, ENACTUS, Goonj, Jagruti, Prayaas, Rhythm of Life, Rotary, Teach for India, Teach India, Udayan Care and many more in fields ranging from women empowerment, education and blood donation to environmental awareness and health improvement.



Some of the activities undertaken by Vihaan include:

- Gram Darshan in association with Reckitt Benckiser (RB) - Rural Out-bound learning program aimed at sensitizing the incoming batch to the realities of rural India
- Silent Auction - ` 1.3 Lakh donated by FMS students and faculty
- Cloth Collection drive with Goonj (approx. 400 Kg clothes donated till date)
- Paper collection drive with Jagruti (approx. 450 Kg paper donated till date)
- Blood donation camps with Bloodconnect, Novartis and RedDrop365
- Joy of Giving Week - Gifts worth ` 22,000+ shared with students at Prayaas
- FMS cleanliness drive in association with SBI
- Visits to various NGOs (Pratik, Prayaas, Rhythm of Life, Support My School)
- Samadhaan - Business Case Study Competition by RedDrop365
- Parikram and Responsible Entrepreneur - business plan contests focused at creating sustainable solutions to social problems.

Talk and awareness sessions by Datri (stem cell registry), Teach for India and Udayan Care.



## Recent Events at FMS

### Yoga Day

Answering to the call given by our Honourable Prime Minister Mr. Narendra Modi, FMS Delhi celebrated International Yoga Day on June 21, 2017, with Padma Shri Dr. Dinesh Singh, Dr. Kapil Kapoor and Padma Bhushan Dr. Mritunjay Athreya as the guests of honour.

This event also marked the beginning of a new era at FMS under the new Dean Dr. Sunita Singh Sengupta.

Close to 200 students participated enthusiastically in the early morning Yoga session.



### Workshop on GST

Ravi Chhawchharia, an All India Ranker in CA, CS and CMA enlightened the batch of 2017–2019, FMS Delhi about the fundamentals of GST, its impact on different sectors and the economy as a whole. He also talked about how the business world is going to change with the onset of GST which is one of the biggest policy changes in India most recently. A full day workshop on the structure of GST and how it will affect the various stakeholders is also being planned for September, 2017. It will involve plenary sessions, panel discussions and interactive rounds with eminent subject experts as well as industry stalwarts.



### Address by Shri LN Jhunjunwala

On the occasion of inducting the Batch of 2017–2019 into the hallowed halls of FMS, Shri Lakshmi Niwas Jhunjunwala, founder of the LNJ Bhilwara Group was present to address the students. The students were encouraged by the story of the Bhilwara Group that has engaged in the manufacture of high technology products with its technology held by a handful of companies. This is the 64<sup>th</sup> Batch to enter the Faculty of Management Studies.

## Initiatives at FMS

1. **Relaunch of our Annual Finance Conclave—Carpe Diem:** In a bid to encourage and build interest in the domain of Finance, the Finance Society of FMS - The Economics and Finance Society will be organizing their annual finance conclave - Carpe Diem on 26<sup>th</sup> August, 2017. We plan to invite industry stalwarts from Investment Banks, PE/VC firms, International and National Banks and Financial Technology firms. We hope that this initiative will help in rekindling the finance interest on campus and also increase our visibility in the Finance Sector.
2. **National Workshop and National Conference:** GST is one major Government initiative which will not only have an impact on the industry but the life of the common man as well. We feel that as one of the leading academic institutions in the country, we must be a part of the discussion and increase awareness among the student and academic community. This event will be spearheaded by the Faculty at FMS in coordination with the student body with the the Workshop scheduled to be conducted in September, 2017 and the National Conference in February, 2018.
3. **Women Leadership Talk Series:** The Alumni Relations Cell of FMS will be starting with a Leadership Talk Series aimed at inviting some of our illustrious women alumni, who have broken barriers and achieved unparalleled success and have gone on to achieve their dreams and more, to visit campus and share their life experiences and inspire our students. We as an institution have been privileged to have produced many such women leaders we feel that inviting them to interact with the Batch of 2019 would be the best way to motivate them as they begin their two year journey at FMS.
4. **TEDx Conclave:** To cater to the diverse interests of our students, we would be organizing the annual TEDx FMS event on 27<sup>th</sup> August, 2017 with speakers from fields such as dance forms, entertainment, automotive, public service, marketing and education.
5. **Alpha Investment Club:** The focus of this club is to improve content build-up of students by bridging the gap between theory and practice of finance through quality research, knowledge sharing sessions and events in the area of financial markets and educate them on the nuances of investing and trading. Please find this link for your perusal.
6. **Strat Labs:** The main of this initiative is to create avenues for firms to engage our students in their on-going projects and provide our students a hands-on experience of working in a consulting ecosystem.



## Prominent Alumni of FMS

### Finance

- **Ajay Mahajan**, Group Executive President, IDFC Bank
- **Manish Kohli**, Managing Director, Global Head of Commercial Cards, Citi Bank
- **Porush Singh**, Sr. VP Products , Asia/Pacific, Middle East & Africa, Mastercard Worldwide
- **RanuVohra**, Managing Director and CEO, Avendus Capital
- **Sandeep Narayan**, Assistant Vice President, Citi Commercial Bank, Citibank India
- **Sanjay Rishi**, President, American Express
- **Sanjay Vaid**, Executive Director, Goldman Sachs Asset Management (GSAM)
- **Shalini Sultania**, Vice President - Credit Risk, Morgan Stanley
- **Somer Massey**, Chief Executive Officer, Kotak Mahindra Financial Services Ltd.
- **Suresh Sethi**, Business Head/ CEO M-Pesa, Vodafone India Ltd.

### Operations, IT & E-Commerce

- **Adarsh K Menon**, Vice President, Electronics & Auto, Flipkart
- **Amandeep Lohan**, Category Leader, Amazon
- **Amit Mohan**, Co-founder, Healthpedia
- **Arpanarghya Saha**, Senior Director - Digital - Online Marketplace, Snapdeal
- **Ashutosh Tripathi**, Principal Group Program Manager, Microsoft
- **Atul Kunwar**, President & Chief Technology Officer, Tech Mahindra
- **Gurmit Singh**, Vice President & Managing Director, Yahoo
- **Raghu Kochar**, Executive Vice President Corporate Communications, Fortis Healthcare Group
- **Rajpal Duggal**, Head Group Strategy & Corporate Planning, Oxigen
- **Sridhar Krishnan**, Former Senior Managing Director & Region Head, Olam

### Consulting & General Management

- **Abhijeet Shetty**, Principal, BCG
- **Amit Ganeriwalla**, Partner and Director, BCG
- **Anjani Kumar**, Senior Director, Monitor Deloitte
- **B.V. Sriraman**, Managing Director, Accenture Management Consulting
- **Chandan Joshi**, Partner, Global Emerging Markets Leader, Consumer Products & Retail, EY
- **Harit Nagpal**, MD, Tata Sky Ltd.
- **Manish Mathur**, Partner, AT Kearney
- **Manuj Ohri**, Principal, BCG
- **R. Mukundan**, MD, Tata Chemicals Ltd.
- **Vikas Saggi**, Chief Strategy Officer (Global head of M&A/ Strategy), WNS Global Services

## Sales & Marketing

- **Akhil Chandra**, Global Category Director, RB
- **Anupam Vasudev**, Chief Marketing Officer, Aircel
- **Geetu Verma**, Regional Cluster VP South Asia - Foods, Unilever
- **Himanshu Khanna**, Director Sales & Marketing, Indian Sub-Continent, Beam Suntory
- **Meghna Apparao**, Global Marketing Director, HUL
- **Mohit Khattar**, Head - Retail Strategy & Branding, Godrej Industries Limited
- **Nitish Kapoor**, SVP Regional Director, South Asia, RB
- **Rakshit Hargave**, Managing Director, Nivea India
- **Rohit A. Jindal**, Director-Marketing, RB
- **Rohit Bhasin**, Global Brand Vice President - Unilever, HUL





**FACULTY OF MANAGEMENT STUDIES**  
**UNIVERSITY OF DELHI, DELHI-110 007**

**CERTIFICATE FROM SPONSORING AUTHORITY**

*Form without this certificate would be summarily rejected*

To be filled by the sponsoring authority. Any overwriting should be signed. The sponsoring authority should be present employer or Head of your organization. Sponsoring authority will not have any financial obligation on behalf of the candidate. If sponsoring authority gives it separately, it must be exactly in the same format failing which it shall NOT be considered.

Name of the applicant : .....

Present Designation of the applicant in the Organization : .....

Date of promotion to the present designation : .....

Number of employees (excluding peons/class IV staff) working under the applicant : .....

Applicant's level in the Organization (from top) : .....

How often does his/her work involve tours outside Delhi? : .....

Name of the Organization : .....

Registration No. of the Organization : .....

Address : .....

Name of the Sponsoring Authority : .....

Phone : ..... Mobile : ..... E-mail : .....

I certify that:

1. I have gone through the application of Mr./Ms..... and he/she is an executive/administrator in this organization for.....years.....months.
2. To the best of my knowledge, the particulars mentioned herein are correct.
3. The company/organization does not have any objection to his/her attending the MBA Executive/MBA Executive (HCA) Programme at FMS and appearing in various Examinations in this regard.

(If more than one candidate applies from your company/ organization for the programme, appropriate screening may be done at your level and then recommended only in order of rank.)

Name (in Block Letters) : .....

Date : ..... Designation : .....

Signature : .....





**FACULTY OF MANAGEMENT STUDIES**  
**UNIVERSITY OF DELHI, DELHI-110 007**

**MBA EXECUTIVE/MBA EXECUTIVE  
 (HEALTH CARE ADMINISTRATION)  
 ADMISSIONS: 2019– 2021**



Name : ..... FMS Regn No.: .....

E-mail : ..... MobileNo.: .....

I am attaching the self-attested copies of the following Experience Certificates / Joining-Relieving Letters. I understand that I will not be given any credit for documents not attached herewith/ submitted later (after December 20<sup>th</sup>, 2018):

In order (starting with the First Job):

S. No.	Company	Designation	From	To	Remarks
1.					
2.					
3.					
4.					
5.					
6.					

I certify that all the information given above by me is correct to the best of my knowledge and belief. If found otherwise, my application for admission to the MBA Executive/ MBA Executive (Health Care Administration) may be cancelled.

Date: .....

Signature of the Candidate: .....