

FACULTY OF MANAGEMENT STUDIES



UNIVERSITY OF DELHI



MBA
(Executive)
Syllabus

MBA
(Executive)
Health Care
Administration
Syllabus

INFORMATION BULLETIN

MBA EXECUTIVE PROGRAMME (2025-27)

MBA EXECUTIVE HEALTH CARE

ADMINISTRATION PROGRAMME (2025-27)

Location

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 65 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.



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 Pandit Jawaharlal Nehru, were fired up 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. 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, FMS lays the highest importance on maintaining excellence in teaching, research, mentorship and collaboration with industry and government.

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.



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 69 years, FMS has helped shape diverse personalities and unique talents in order to imbibe the spirit of achieving excellence. The intellectual rigour and exposure that FMS students receive is immense. FMS has carried forward its legacy of 69 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 institution's, 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, instils 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 these Academic Programmes	MBA (Full time) Programme
	Doctoral Programme
	MBA Executive Programme
	MBA Executive (Health Care Administration) Programme

MBA Executive & MBA Executive Health Care Administration Programmes

Since 1954, the Faculty of Management Studies (FMS) has been preparing leaders for business and society. Over the years, students from FMS have gone to occupy leadership positions in business, government, academics, policy making and civil society

In response to changing needs, FMS has always taken the initiative to develop new programmes and update the curriculum and pedagogy of its teaching and research.

The modular design of the two year evening MBA Executive and MBA Executive Health Care Administration (HCA) programmes has been divided into four semesters. This builds a strong foundation in the basic areas of management and allows the students to choose elective papers in functional areas of their interest. The curriculum of MBA Executive and MBA Executive Health Care Administration programmes rests on two pillars: providing a strong conceptual foundation in the discipline of management in the first year and enabling a high degree of academic flexibility, thereby allowing students to tailor their MBA experience.

The MBA course structure is closely aligned with contemporary business requirements. The focus is on producing leaders with sound fundamentals who have the ability to challenge conventional wisdom by path-breaking innovations and the ability to execute the most daunting of challenges in trying circumstances.

Working executives are required to complete core as well as elective courses. The first year of the course concentrates on imparting management fundamentals in areas like Human Resource Management, Organizational Behaviour, Marketing Management, Managerial Finance, Quantitative Methods, Managing Information Technology, Operations Management 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 students to choose electives in various areas such as Finance, Marketing, Strategy, Information Technology, Operations Management, Human Resource Management, Organisational Behaviour and Entrepreneurship. Along with these courses, the students 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. The classroom sessions are supplemented by corporate sessions, guest lectures, field studies, live projects and workshops which ensure that the executive learns the practical applications of the acquired knowledge.

Programme Delivery

The classes are held in evenings from Monday through Friday, but are often held for a longer duration on Saturday.

Students attend their classes in one of the two campuses of FMS (North and South Campus). The allocation of the campus is done by FMS.

Selection Procedure:

Applicants can register themselves for admission to MBA Executive and MBA Executive Health Care Administration programmes by filling up the online application form, by visiting the FMS web-site (www.FMS.edu)

The table below gives the selection criteria for the MBA Executive and MBA Executive HCA programmes 2025-27:

Selection Criteria:			
S. No.	Components	Maximum Marks	Explanatory remarks
1	12th Standard	10	50% and above but less than 60%: 5 marks, 60% and above: 10 marks
2	Graduation	25	50% and above but less than 60%: 15 marks, 60% and above: 25 marks
3	Discussion on Executive Experience & Statement of Purpose	25	To be conducted individually for all the candidates
4	Extempore	15	To be conducted individually for all the candidates
5	Discussion on National and International Business Affairs	10	To be conducted individually for all the candidates
6.	Personal Interview	15	To be conducted individually for all the candidates

Notes

1. In case of application showing grade points, the candidate must furnish the equivalent percentage and a copy of the official document indicating the conversion formulae as given by the respective university/institute/board.
2. All claims of qualification, experience, reservation, grade conversion, etc. have to be justified with appropriate supporting documents.
3. The candidates shall be required to produce their original certificates and mark sheets.
4. As part of filling up the online Application, all applicants are required to submit a write-up on 'My Executive Experience and Statement of Purpose' outlining how their Executive Work Experience would enable them to profit from the MBA Executive/ HCA Programme of FMS and how the MBA programme could help them in achieving their future goals (word limit: 150 words).

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 of April of the year of admission. The period of executive experience will be counted only from the date of declaration of the result of the qualifying degree. Candidates should produce a "No Objection Certificate" to pursue the programme from his/her present employer.

Candidates who do not fulfil all of the above eligibility conditions and do not submit all the supporting documents before the stipulated date may not be called for interview. The relaxations from certain eligibility criteria shall be as per University rules described further. Applicants must be residents of Delhi NCR. Attendance in classes in physical mode is compulsory.

Note

Please refer to the format provided at the end of this Bulletin for producing the "No Objection Certificate".

Eligibility conditions for MBA Executive Health Care Administration (HCA) 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 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 Qualifying degree. Experience shall be determined as on the 1st April of the year of admission. The period of executive experience will be counted only from the date of declaration of the result of the qualifying degree. Candidate should produce a "No Objection Certificate" to pursue the programme from his/her present employer.

Candidates who do not fulfil all of the above eligibility conditions and do not submit all the supporting documents before the stipulated date may not be called for interview. The relaxations from certain eligibility criteria shall be as per University rules described further. Applicants must be residents of Delhi NCR. Attendance in classes in physical mode is compulsory.

Note

Please refer to the format provided at the end of this Bulletin for producing the "No Objection Certificate".

Reservations/Relaxations:

Reservations/Relaxations are provided to the candidates as per the rules of University of Delhi, as amended from time to time. As per existing rules, the reservations / relaxations in these two MBA programmes are as under:

TABLE 6	
MBA Executive	MBA Executive (Healthcare Administration)
Total Seats - 200	Total Seats - 50
<ul style="list-style-type: none"> • Unreserved : General - 80 • Reserved : SC - 30, ST - 15, OBC - 55, EWS - 20 • Supernumerary Seats : PWD – 10, CW – 10, Ward Quota Teaching (WT) - 4, Ward Quota Non-Teaching (WNT) - 4, Orphan Quota (OQ) - 2 	<ul style="list-style-type: none"> • Unreserved : General - 20 • Reserved : SC - 07, ST - 04, OBC -14, EWS - 5 • Supernumerary Seats : PWD - 2, CW - 2, Ward Quota Teaching and Non-Teaching (Combined): 2, Orphan Quota (OQ) - 2

Categories:

1. Open or Unreserved (Gen).
2. Scheduled Caste (SC).
3. Scheduled Tribe (ST).
4. Economically Weaker Sections (EWS)
5. Other Backward Class (OBC) - non-creamy layer only.
6. Physical Disability (PWD 1).
7. Intellectual disability, condition characterized by significant limitation both in intellectual functioning (reasoning, learning, problem solving) and in adaptive behaviour which covers a range of every day, social and practical skills (PWD 2).
8. Mental Behaviour (PWD 3).
9. Disability caused due to chronic neurological conditions and blood disorder (PWD 4).
10. 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).
11. Any other disability notified by Central Government (PWD 6)
12. Widows/Wards of Defence personnel killed in action. (CW 1)
13. Wards of Defence personnel disabled in action. (CW 2)
14. Widows/Wards of Defence Personnel who died while in service death attributable to military service. (CW 3)
15. Wards of disabled in service and boarded out with disability attributable to military service. (CW 4)
16. Wards of Ex-servicemen and serving personnel who are in receipt of Gallantry Awards :-
Param Vir Chakra; Ashok Chakra; Maha Vir Chakra; Kirti Chakra;
Vir Chakra; Shaurya Chakra; President's Police Medal for Gallantry; Sena, Nausena,
Vayusena Medal; Mention – in – Dispatches; Police Medal for Gallantry (CW 5)
17. Wards of Ex-Servicemen. (CW 6)
18. Wives of: (CW 7)
 - 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.
19. Wards of Serving Personnel. (CW 8)
20. Wives of Serving personnel. (CW 9)
21. Wards of Teaching staff of Delhi University and its Colleges (WT) and Wards of Non-teaching staff of Delhi University and its Colleges (WNT)
22. Orphan Quota (OQ)

IMPORTANT NOTES

1. Applicants seeking admission under SC/ST/OBC/EWS category will have to produce for verification certificates in their own names.
2. Reservation policy for Economically Weaker Sections (EWS): As per the University of Delhi notifications, Reference No. Aca. I / Reservation of EWSs / 2019 / 63 Dated 28th March 2019 and Reference No. Aca. I / Reservation of EWSs / 2019 / 101 Dated 15th May 2019, for the reservation for Economically Weaker Sections (EWSs) Category, FMS has reserved seats for admission for the same. The eligibility of such applicants will be decided on the basis of fulfilling criteria prescribed in the notifications, and subject to submission of documents, issued by the competent authority, in the format provided in Annexure IV - EWS Certificate from competent authority certifying the applicant can claim reservation under this category. (The names of applicants claiming reservation under this category must match with the names that appear on their corresponding School Board qualifying certificates; similarly their parents' names must match in both sets of certificates). All candidates applying under the EWS category must ensure that they have an EWS certificate with a validity of at least 6 months at the time of the Interview.
3. 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 OBC candidates who meet the minimum eligibility marks in the qualifying examination shall be eligible for 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. All candidates applying under the OBC Category must ensure that they have an OBC (Non Creamy Layer) Certificate with a validity of at least 6 months at the time of the Interview. Candidates with expired OBC (Non Creamy Layer) Certificate will not be considered.
4. Not less than five percent (5%) seats are reserved for Persons with Benchmark Disabilities (PWD) candidates. Applicants must furnish a valid disability certificate issued by the competent authority. As per the guidelines approved by the Academic Council of the University, admissions of candidates belonging to the following specified categories of disabilities are eligible to get benefit of the said reservation:

- | | |
|-------|--|
| PWD 1 | Physical Disability. |
| PWD 2 | Intellectual Disability, condition characterized by significant limitation both in intellectual functioning (reasoning, learning, problem solving) and in adaptive behaviour which covers a range of every day, social and practical skills. |
| PWD 3 | Mental Behaviour. |
| 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. |
| PWD 6 | Any other disability notified by Central Government. |

5. 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 priority:

- CW 1 Widows/Wards of Defence personnel killed in action.
- CW 2 Wards of Defence Personnel disabled in action and boarded out from service with disability attributable to military service
- CW 3 Widows/Wards of Defence Personnel who died while in service with death attributable to military service.
- CW 4 Wards of Defence Personnel disabled in service and boarded out with disability attributable to military service.
- CW 5 Wards of Ex-servicemen and serving personnel, including personnel of police forces, who are in receipt of Gallantry Awards :-
 - Param Vir Chakra;
 - Ashok Chakra;
 - Maha Vir Chakra;
 - Kirti Chakra;
 - Vir Chakra;
 - Shaurya Chakra;
 - President's Police Medal for Gallantry; Sena, Nausena, Vayusena Medal;
 - Mention – in – Dispatches; 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 attributable to military service
 - 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
- 1st Class Stipendiary Magistrate
- Ministry of Home Affairs (for Police Personnel in receipt of Gallantry Awards)

Benefit under CW Category may be extended to the wards of the personnel of Para-Military Forces up to priority CW 5 only.

6. 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 University of Delhi for purposes of admission to the Post-graduate course of the University of Delhi.

7. There is no quota for NRI/PIO/NCT of Delhi candidates.
8. 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/EWS/PWD/CW /WT/WNT 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/EWS /PWD /CW /WT/WNT category. Such a candidate will be entitled to be considered under the general category as well as the reserved category. Admission to general category seats will be strictly in order of merit without excluding SC/ST/ OBC/EWS/PWD/CW /WT/WNT candidates.
9. 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 other category such as OBC, EWS, SC, ST, PWD, CW or vice-versa, such a change would not be permissible.
10. The last date of Admission to the programs is July 31, 2025. The last date for withdrawal of admission is July 31, 2025. No refunds shall be admissible after the last date. Admissions to various programmes at FMS shall be subject to the rules of Delhi University as revised from time to time.

11. Ward Quota Teaching (WT) and Ward Quota Non-Teaching (WNT)
Wards of the following categories of Teaching and Non-teaching staff of the University of Delhi and its Colleges shall be eligible for consideration under the Ward Quota Teaching (WT) and the Ward Quota Non-Teaching (WNT) respectively, as per the following order of preference:

1. Permanent Staff: Teaching and Non-Teaching
2. Retired Staff: Teaching and Non-Teaching
3. Deceased Permanent Staff (while in Service): Teaching and Non-Teaching
4. Temporary, Ad-hoc and Contractual Staff (with three years in Service): Teaching and Non-Teaching

MBA Executive Programme:

Number of seats under Ward Quota Teaching (WT): 4

Number of seats under Ward Quota Non-Teaching (WNT): 4

Note: If vacant seats remain in either of the above two categories (Teaching/ Non-teaching), they can be filled up with available candidates from the other category, in order of merit.

MBA Executive Health Care Administration Programme:

Number of seats under Ward Quota Teaching and Ward Quota Non-Teaching (Combined): 2

Note: The merit of the candidates eligible under the ward quota will be prepared by a combined merit of wards of teaching and non-teaching employees

Note: The candidate must upload the Ward Certificate issued by the Registrar (in case either parent is employed by the University of Delhi) or by the College Principal (in case either parent is employed by a College of the University of Delhi) as part of the online application process.

12. In accordance to the executive council resolution no. 61 dated 03.02.2023, it has been decided to admit two children (one male, one female), in each programme of study, both at the Undergraduate and Postgraduate level who have been rendered orphans. These two seats will be supernumerary. The expenditure incurred for admission and continuance of study of such students including hostel expenditure in the University or its Colleges shall be met from the University Welfare Fund or College students' welfare fund, as the case may be, for admissions in the University or in College, respectively.

13. The candidates applying for admission to various courses are permitted to apply simultaneously under Gen/SC/ST/OBC/EWS Category as well as CW, PWD, WT, WNT and other categories for which reservations/ concession is admissible.

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
- There will be no other mode of registration

Communications

Candidates need to check the www.fms.edu website for all notifications, including admissions list, cut-offs, merit lists, waiting lists etc. 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:

Email : admissions@fms.edu
Website : www.fms.edu

Online Payment through Internet Payment Gateway

1. You will be directed to the Internet Payment Gateway of the Bank as mentioned in FMS website.

Confirm payment through credit card/debit card or other payment channels.

2. After successful online payment, you will be directed back to the FMS Website. A confirmation of registration will follow.

3. Application registration fee is Rs. 1000 for all applicants except SC, ST and PWD categories. Application registration fees is Rs. 350 for SC, ST and PWD applicants.

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 at the registration website. Go to the payment gateway only after you have confirmed your registration information.

Fee Structure

The fee for various programmes is payable at the beginning of the academic year. The semester fee is currently approximately Rs.50,000 for MBA programme, per each semester. Please note that the fees for the various programmes and reservation categories can be revised at any time before the commencement of or during the duration of the programmes, as per instructions from the University of Delhi.

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 centre is equipped with a variety of software systems. 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.



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 e-Shodh Sindhu. 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 journal is also available at the South Campus. A dedicated Internet Access Centre is also available in the nearby UDSC Library.



Faculty Information

The distinguished Faculty of FMS is one of its biggest strengths. Faculty members are actively engaged in teaching, research, collaboration with industry and government, consulting and management development programs. For faculty information, please see FMS website- www.fms.edu.

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 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.



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
- Ranu Vohra, 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
- Somers Massey, Chief Executive Officer, Kotak Mahindra Financial Services Ltd.
- Suresh Sethi, Business Head/ CEO M-Pesa, Vodafone India Ltd.

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

Consulting & General Management

- Abhijeet Shetty, Principal, BCG
- Amit Ganeriwala, 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

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



NO OBJECTION CERTIFICATE FORMAT

To be filled by your employer or head of your organisation.

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 :.....

.....
.....

Phone : Mobile :.....

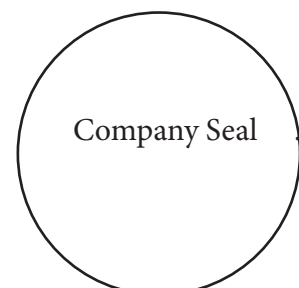
E-mail :.....

I certify that:

- 1.I have gone through the application of Mr./Ms..... and he/she is an executive/administrator in this organization foryearsmonths.
- 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 :

**Annexure IV: Reservation for Economically Weaker Sections
Proforma for Income and Asset Certificate:**

Government of.....
(Name & Address of the authority issuing the certificate)

INCOME & ASSET CERTIFICATE TO BE PRODUCED BY ECONOMICALLY WEAKER
SECTIONS (EWS)

Certificate No. _____

Date _____

VALID FOR THE YEAR _____

This is to certify that Shri/Smt./Kumari _____ son/daughter/wife
of _____ permanent resident of _____ Village/
Street _____ Post Office _____ District _____ in the State/
Union Territory _____ Pin Code _____ whose photograph is attested below belongs
to Economically Weaker Sections, since the gross annual income* of his /her family** is below to
Rs. 8 lakh (Rupees Eight Lakh only) for the financial year _____. His/her family does not own
or possess any of the following assets***:

- i. 5 acres of agricultural land and above;
- ii. Residential flat of 1000 sq. ft. and above;
- iii. Residential plot of 100 sq. yards and above in notified municipalities;
- iv. Residential plot of 200 sq. yards and above in areas other than the notified municipalities.

2. Shri/Smt./Kumari _____ belongs to the _____ caste which is not
recognized as a Scheduled Caste, Scheduled Tribe and Other Backward Classes (Central List).

Recent Passport
size attested
photograph of the
applicant

Signature with seal of Office _____
Name _____
Designation _____

**Note 1. Income covered all sources i.e. salary, agriculture, business, profession, etc.*

*** Note 2. The term "Family" for this purpose include the person, who seeks benefit of reservation, his/her parents and sibling below the age of 18 years as also his/her spouse and children below the age of 18 years.*

****Note 3. The property held by a "Family" in different locations or different places/cities have been clubbed while applying the land or property holding test to determine EWS status.*