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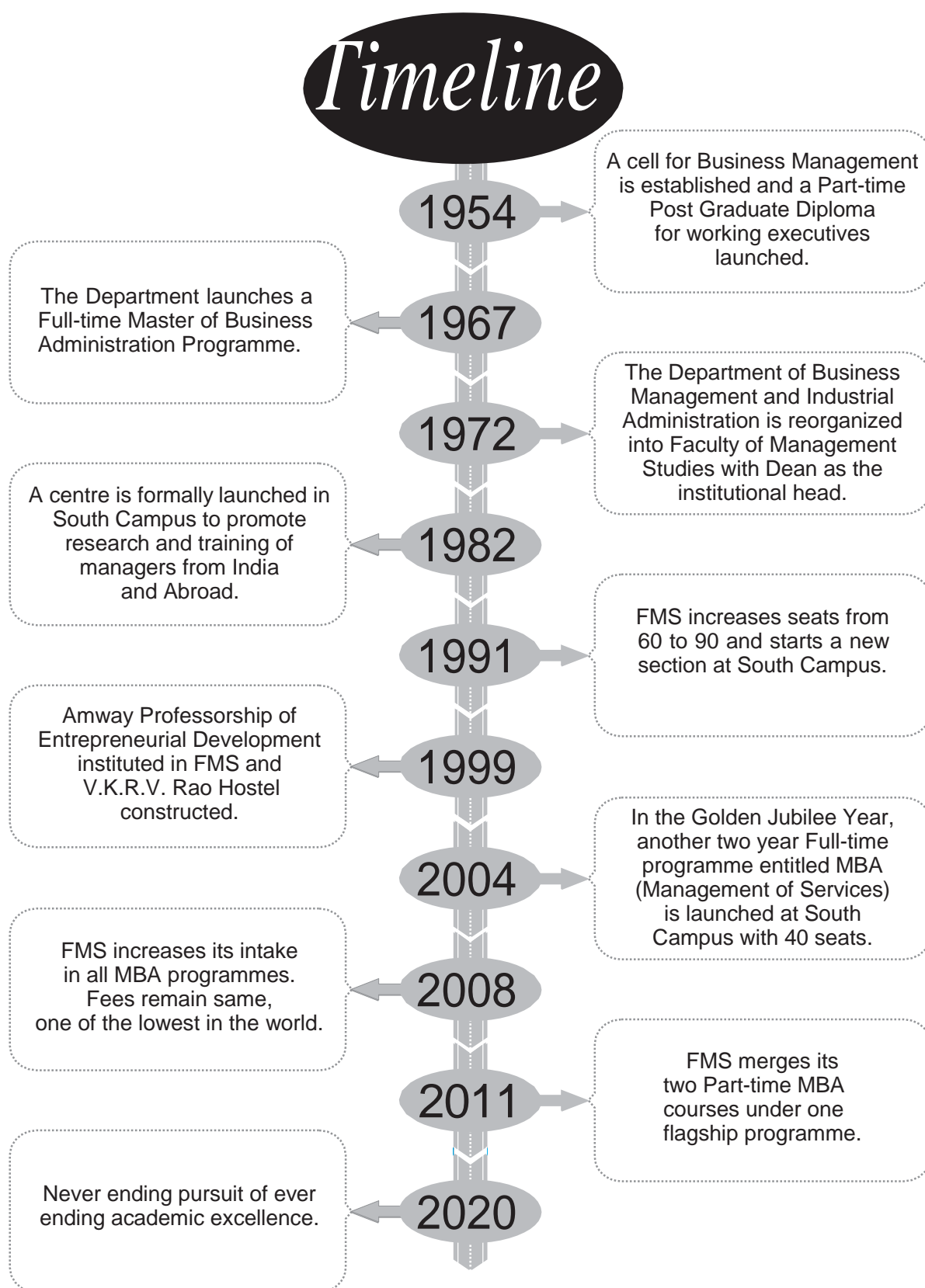
Our Vision



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 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, 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

Founded 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.

The 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 @ 65: 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 65 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 65 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 the Academic Programmes

- MBA (Full Time) Programme
- Doctoral Programme
- MBA Executive Programme*
- MBA Executive (Health Care Administration) Programme*

*A separate Information Bulletin is available for candidates applying for MBA Executive and MBA Executive (Health Care Administration) programmes.

MBA (Full Time) Programme

Programme Structure

MBA—the two year full time programme is designed with the objective of developing young men and women into highly adept professional managers, capable of working in diverse sectors, continuously striving for excellence in performance, while propagating thought leadership and contributing to the welfare of the society at large. The curriculum of the continuously evolving MBA - two year full time programme rests on two pillars: one, providing a strong analytical foundation in key functional areas and the other, enabling a high degree of academic flexibility, thereby allowing students to customize their MBA experience.

The first year introduces students to the essential models and tools, with a focus on rigorous training in the diverse disciplines in management and the development of a strong foundation of business knowledge and management theory. The year concludes with a rigorous Summer Internship programme which allows students to explore practical application of the management concepts.

In the second year, the students decide on their professional development plans by reflecting on their first year's learning and Summer Internship experiences. This experience is augmented by interactions with an eclectic mix of world-renowned faculty and corporate luminaries who together teach 22 core courses and over 71 elective courses. After two years of 360 degree learning, the students move on to realize their dreams in the corporate world.

The programme nurtures and develops world class business leaders with personalized care and attention, in small work groups and teams and in a practical, application-oriented environment. Every year aspirants avail the opportunity of realizing their dreams through this programme after proving their mettle in one of the most rigorous selection processes.

At FMS, the MBA course structure is closely aligned with the contemporary business requirements. The focus is on producing managers with sound fundamentals to hit the ground running when they enter the corporate world. The programme empowers students to demonstrate the ability to innovate, 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 and the ability to continuously learn, improvise, adapt, energize, excel and grow.

Application & Selection Procedure

Applications for admission to the programme are invited through advertisements in major national newspapers every year. Applicants can register themselves for admission to MBA Programme (2020– 2022) through FMS website www.fms.edu by filling up online registration form and by paying the requisite registration fee of Rs. 1000 (Rs. 350 for SC/ST/PWD/EWS), between October 10, 2019 and November 25, 2019.

Shortlisting of Candidates for Personal Interview

To encourage diversity of Gender and Academic Disciplines, for the purpose of shortlisting candidates for Interview Process different weightages shall be assigned to the scores of different sections of the CAT 2019. A composite score shall be computed giving weightages of 30%, 30%, and 40% to the scores of QA, DI/LR and VRC sections respectively as provided by the CAT Centre for the CAT 2019 Examination for candidates who apply to FMS. An additional 3 marks shall be added to the Composite Score so computed in case of women candidates for the purpose of

shortlisting. This composite score shall be used only for shortlisting the candidates for Interview Process.

Admission Merit List

From the shortlisted candidates, admission to MBA programme shall be based on Extempore Speech, Group Discussion, Personal Interview, Class X & Class XII marks and CAT 2019 scores as provided by CAT centre. The following weight - system will be applied for drawing the merit list of final selection:

1. CAT 2019 Score - 60%
2. Marks obtained in Class X - 5%
3. Marks obtained in Class XII - 5%
4. Group Discussion - 10%
5. Extempore - 5%
6. Personal Interview - 15%

An additional 3% of the maximum aggregate marks shall be awarded to the women candidates who appear for the interview while drawing the list of selected candidates.

Applicants may visit <https://iimcat.ac.in> for appearing in the Common Admission Test (CAT 2019).

Applicants who have not taken CAT 2019 will not be considered for admission.

The candidates will be required to produce their original certificates and mark sheets at the time of the interview. The final list of candidates selected will be declared after completing the process for all candidates.



Eligibility Criteria for MBA Programme

Candidates applying for admission to the MBA programme must have pursued at least a Bachelor's Degree programme after twelve years of formal schooling with at least 50% marks at graduation level (SC/ST: Passing Marks; OBC/PWD/CW: 45% as per the University Rules) or equivalent CGPA. Candidates appearing for the final year examination of Bachelor's Degree may also apply.

Note: Candidates appearing in the final year examination of Bachelor's Degree are eligible to apply for admission irrespective of their percentage of scores obtained till the time of application, provided that they expect to fulfill the eligibility criteria when their results are declared and which must be submitted to the FMS office at the time of admission to the programme.

General Information

Fee Structure

The fee for various programmes is payable at the beginning of the academic year. The semester fee payable to Faculty of Management Studies, University of Delhi is approximately Rs. 48,000 for MBA programme. However, students from PWD category shall be exempted from payment of all fees except Admission fee and Identity Card fee. Besides this fee, the students have created a registered body, i.e. Management Science Association (MSA), comprising of various societies, which charges membership fee for carrying out students' activities which is decided by the students from time to time.

Reservations/Relaxations

Reservations/Relaxations are provided to the candidates as per the guidelines issued by the University of Delhi, as amended from time to time. At present, the reservations in MBA Programme 2020–2022 are as under:

- **Total seats - 251**
 - **Unreserved:** General - 101
 - **Reserved:** SC - 37, ST - 19, OBC – 69, EWS - 25
- **Supernumerary seats:** PWD - 12, CW - 12, FS - 12

Each applicant will choose to apply in one of the following 21 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 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)
 - (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.
19. Wards of Serving Personnel. (CW 8)
20. Wives of serving personnel. (CW 9)
21. Foreign Nationals. (FS)

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 25% seats for admission for the same. The eligibility of such applicants will be decided on the basis of fulfilling criteria prescribed in the above 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).
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 and the minimum eligibility marks (if any) in the entrance test 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.

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 a recognized Government hospital, bearing a photograph of the applicant. As per the guidelines approved by the Academic Council, 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 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.

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 priorities:

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 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 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 candidates.
9. The candidates will be eligible for admission only after the result of the qualifying examination has been declared and the candidates submit the result meeting the minimum eligibility criteria before the last date notified by the University.
10. 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.
11. 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 and other categories for which reservations/ concession is admissible.
12. Admissions to various programmes at FMS shall be subject to the rules of Delhi University as revised from time to time.

Foreign Nationals

All Foreign Nationals seeking admission to MBA programme should apply through the office of the Deputy Dean (Foreign Students), Conference Centre, opposite Botany Department, University of Delhi, Delhi-110 007, India, latest by February 28, 2020.

Such Foreign Nationals needs to secure GMAT score of 650. FMS may restrict admissions to two candidates from each continent.

Doctoral Programme (Ph.D.)

The full time doctoral programme offered at the Faculty of Management Studies provides opportunity to undertake pioneering and original research in different areas and aspects of management with an emphasis on practical implications of research. The programme is designed to augment academic and practical knowledge. The faculty encourages candidates to

undertake research in interdisciplinary areas of management, cutting across functional and sectorial boundaries.

Maximum number of intake of Ph.D. students shall be 20. However, the Faculty may decide not to fill all the seats if adequate number of suitable candidates are not available. The students will be selected in various functional areas, i.e., Organizational Behaviour, Human Resources Management, Marketing, Management of Information Technology, Finance & Accounting, Strategic Management, Operations Management & Decision Sciences, and Economics & Public Policy.



Eligibility Criteria

The candidates should have Master's degree or a professional degree in Management Studies or allied subjects, declared equivalent to the Master's degree by the corresponding statutory regulatory body, with at least 55% marks in aggregate (or its equivalent grade 'B' in the UGC 7-point scale or an equivalent grade in a point scale wherever grading system is followed) or an equivalent degree from a foreign educational institution accredited by an Assessment and Accreditation Agency which is approved, recognized or authorised by an authority, established or incorporated under a law in its home country or any other statutory authority in that country for the purpose of assessing, accrediting or assuring quality and standards of educational institutions.

A relaxation of 5% of marks, from 55% to 50%, or an equivalent relaxation of grade, will be allowed for those belonging to SC/ST/OBC (non-creamy layer)/PWD and other categories of candidates as per the decision of University of Delhi from time to time. The eligibility marks of 55% (or an equivalent grade in a point scale wherever grading system is followed) and the relaxation of 5% to the categories mentioned above are permissible based only on the qualifying marks without including the grace mark procedures.

For detailed information regarding the eligibility criteria for enrolment to the Doctoral Programme

refer to Ordinance VI B of the University of Delhi (<http://www.du.ac.in>) and FMS website (www.fms.edu). All relaxations and reservations shall be as per the rules of Delhi University.

Admission Procedure of Doctoral Programme

Applicants can register themselves for admission to Ph.D. Programme through FMS website www.fms.edu by filling up online registration form and by paying the requisite registration fee of Rs. 1000/- (Rs. 350 for SC/ST/PWD/EWS), between October 10, 2019 and November 25, 2019.

Candidates (except those exempted from admission test as detailed below) seeking admission to the doctoral programme, are required to take the Common Admission Test (CAT) 2019 to be conducted by Indian Institutes of Management on November 25, 2019. Applicants may visit <https://iimcat.ac.in> for appearing in the Common Admission Test (CAT 2019). Short listed candidates will thereafter be required to submit the registration form to the Board of Research Studies at the Faculty of Management Studies, University of Delhi, latest by February 28, 2020. Admissions of Ph.D. candidates shall be governed by the rules of Board of Research Studies as per the guidelines of Delhi University.

Exemption from PhD Entrance Examination (CAT 2019)

- Candidates who have qualified UGC-NET (including JRF)/UGC-CSIR NET (including JRF)/DBT-JRF/ICMR-JRF/DST-INSPIRE/AYUSH-NET or equivalent national level examination/fellowship (as identified by DRC)/GATE/teacher fellowship holder.
 - Teachers, who are in service in the University of Delhi.
 - Candidates holding Junior Research Fellowships or equivalent research positions in projects, satisfying the minimum eligibility conditions (subject to selection by duly constituted committee as per the University norms for research projects).
 - Scientists/professionals working at R&D institutes of the Government of India/State Government with whom the University has signed a Memorandum of Understanding subject to fulfilling minimum eligibility criteria.
 - Candidates who are exempted from the entrance (CAT 2019) also must get registered in the online admission portal to be eligible for interview.
1. Teachers of University of Delhi holding permanent, temporary or ad-hoc positions and having completed two years of service as teacher in a Department/Constituent College of University of Delhi.
 2. Applicants in receipt of national fellowships such as:
 - (i) University Teaching Assistantship
 - (ii) JRF through UGC/NET and CSIR/NET
 - (iii) Fellowship of CSIR/ICAR/ICSSR/ICHR/ICMR or from any other recognized Government Institutions/Organizations
 - (iv) Rajiv Gandhi National Fellowships of UGC for SC/ST
 - (v) SAP Fellowships of UGC
 - (vi) Project JRF/Project Assistant
 - (vii) Candidates with UGC (Non-NET) Fellowship.

Candidates exempted from the Admission Test (CAT 2019) will also be required to register themselves for admission to Ph.D. Programme through FMS website www.fms.edu by filling up online registration form and by paying the requisite registration fee of Rs.1000/- between October 10, 2019 and

November 25, 2019.

All eligible candidates, including those declared successful in the CAT 2019, will be required to appear for a Personal Interview to be considered for admission to the doctoral programme at FMS.

Marks to be awarded during interview

Merit list of applicants should be drawn for each functional area (with statutory reservations for OBC, SC, EWS and ST candidates) based on marks secured out of 100 marks to be awarded during the interview. The 100 marks should have following breakup:

1. Qualifying degree marks (20)

60% or above but less than 65%:	2.5 marks
65% or above but less than 70%:	5 marks
70% or above but less than 75%:	7.5 marks
75% or above but less than 80%:	10 marks
80% or above but less than 85%:	12.5 marks
85% or above but less than 90%:	15 marks
90% or above but less than 95%:	17.5 marks
95% or above :	20 marks

2. Undergraduate degree marks(10)

60% or above but less than 70%:	2.5 marks
70% or above but less than 80%:	5 marks
80% or above but less than 90%:	7.5 marks
90% or above :	10 marks

3. Entrance test / Fellowship etc. (20):
Maximum of the following:
 - (i) UGC-NET (including JRF)/UGC-CSIR NET (including JRF)/GATE percentile of above 85: 20
 - (ii) CAT 2019 percentile:

85 or above:	20
75 or above but below 85:	15
65 or above but below 75:	10
55 or above but below 65:	5

4. Statement of Purpose and Research proposal: 20

5. Interview: 30

Foreign Nationals

Foreign Nationals with Indian or foreign degrees, but who are not currently staying in India, need to apply via the respective Consulate/Embassy with a mandatory minimum GMAT Score of 650. Such candidates should have fellowship from their country of origin and/or recognized international agencies. Foreign Nationals with foreign degrees are required to submit both GMAT as well as TOEFL scores.

All Foreign Nationals will be required to fill the form of Board of Research Studies, Faculty of Management Studies, University of Delhi if selected for the Ph.D. Programme. The form should be submitted along with a Demand Draft of Rs. 250/- drawn in favour of the Registrar, University of Delhi, Delhi-110007. Foreign Nationals are also required to submit a research proposal, clearly indicating research objective, methodology and a tentative bibliography along with the

form. All Foreign Nationals seeking admission to Ph.D. Programme should apply through the office of the Deputy Dean (Foreign Students), Conference Centre, opposite Botany Department, University of Delhi, Delhi-110 007, India, latest by February 28, 2020.

Note: If selected, admission will be granted only after the candidate arrives with a valid Student/Research Visa, and gets registered with the Foreign Students' Registry Office, University of Delhi.

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
- Opening Date: October 10, 2019
- Closing Date: November 25, 2019

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.

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 page (Admit Card format) will appear stating the candidate's name, registration number, address, space for photograph and signature.

Communications

Candidates need to check the 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; ao@fms.edu
Telephone : 011-2766 6382-6388 (Working days between 10:00 and 17:00 Hrs)
Website : www.fms.edu

Important Dates		
On-line Registration Opens	:	10 th October, 2019
On-line Registration Closes	:	25 th November, 2019
Last date for foreign students	:	28 th February, 2020

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. Besides, University of Delhi also provides access to various economic and financial databases including Thomson Reuters Eikon. The students can access CMIE corporate database ProwessIQ, Capitaline Plus, Indiastat.com, ISI Emerging Markets CEIC Asia, EPWRF India Time Series, and various e-libraries of IMF, UNWTO & World Bank.



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.

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.).

Hostel Accommodation

Non-Delhi students of full-time programmes of FMS can expect to get accommodation in the following University of Delhi hostels:

Men

- V.K.R.V. Rao Hostel, North Campus
- D.S. Kothari Hostel, North Campus

- Gwyer Hall, North Campus
- International Students' House, North Campus
- Mansarovar Hostel, North Campus
- Post-Graduate Men's Hostel, North Campus
- Jubilee Hall, North Campus

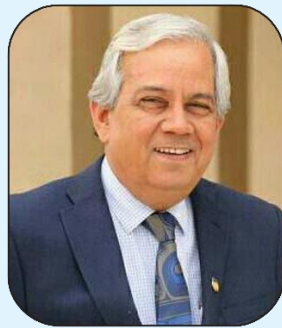
Women

- University Hostel for Women, North Campus
- International Hostel for Women, North Campus
- North East Council Hostel for Women, North Campus
- Meghdoot Hostel, North Campus

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. 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 Behaviour,
Organization Effectiveness & Change
Business Ethics & CSR



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
Production and Operations Management,
Supply Chain Management



Dr. Monica Singhania
MCom, PhD, FCA
Management Accounting,
Corporate Taxation



Dr. Amit Kumar Bardhan
MSc, PhD
Management Science,
Business & 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 Management & Markets



Dr. Mahima Thakur
MA, PhD
Organizational Behaviour,
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. Venkatesan R., *S.O. (Accounts)*

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



Initiatives at FMS

Make in India: A Trillion Dollar Question

On 29th 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 10th of September 2017 at India International Centre, New Delhi. The event kick-started with our Dean, Prof. 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.



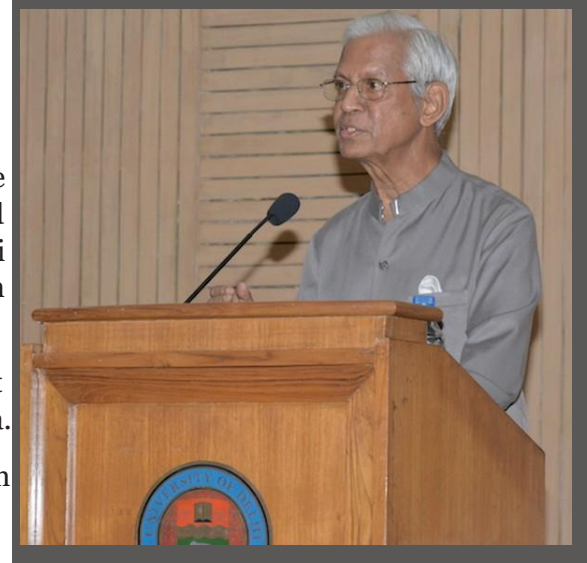
Recent Events at FMS

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 64th 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 26th 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 27th 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.



Students Activities at FMS

Management Science Association

Our student body, the Management Science Association (MSA), manages the entire spectrum of student initiatives at FMS. MSA's unparalleled breadth and depth of activities make it an organization which is unique in Indian B-schools landscape. With constant support and guidance of the faculty members, MSA is instrumental in channelizing the students' energy to give shape to the dreams of FMS - as an institute and all the students—as individuals. MSA contributes to the development of all FMS students in personal, professional, social, cultural, corporate interaction and industry exposure. Some of the initiatives of MSA are truly unique.

Alumni Relations Society

The alumni network of FMS is spread across the world, with the members occupying positions of prestige in some of the largest corporations in the world. Alumni Relations Cell keeps our alumni connected with FMS and the current students with its endeavours to strengthen alumni relations by conducting Alumni Meets, Mentorship Programs and several other avenues for connecting to the alumni. city Chapter Meets this year. FMS Alumni Chapter Meets provides an opportunity for the alumni to get together again and to rekindle the memories of the time when they were students at their alma mater. It also gives a platform to the current students to associate with their alumni and take their feedback about how FMS transformed their lives. Chapter meets are conducted both internationally (Dubai, Singapore, Canada, UK) and within India (Delhi, Mumbai, Bangalore, Chennai, Kolkata, Hyderabad). In 2019, the Mumbai Chapter Meet had the agenda of Disruption and Future of Businesses with a Keynote by Mr. Sanjiv Mehta (Chairman and MD, HUL), a panel discussion with top MDs moderated by Faye D'Souza and a fireside chat between Ms. Vibha Paul and Ms. Sonu Bhasin. With a huge network of alumni in almost all spheres of the industry, the Alumni Chapter Meets are well-awaited events. Through the GAMA or Global Alumni Mentorship Allocation Program, 100+ mentors were allocated to the students sitting for lateral and final placements in their respective domains, thereby witnessing the highest ever participation. Under the Alumni Connect Program, first year students were allocated mentors from the recent alumni. Buddy Network Program was conceptualized to connect the students with the FMS Alumnus in their respective summer internship organizations. Job openings from across the industry are shared to the alumni. CXO Mock Interview Series was conducted for lateral and final placements candidates to help them with their preparations. Among some other initiatives is "Coffee with your Alumni" under which informal interaction sessions between alumni and students were conducted. The team also introduced "Alumni Hall of Fame" to increase the awareness about the prominent alumni among the batches. AlumSoc also supports publication of the Alumni Newsletter "Footprints". The team also manages the social media handles on LinkedIn and Facebook, and acts as an interface between the various societies in FMS and the alumni.



The Consulting Club

The Consulting Club (ConClub) at FMS aims to help students prepare for careers in consulting and general management through various initiatives. It is also the focal point for the business strategy domain at FMS.

Some of the activities undertaken by ConClub include:

- **Corporate Tie-ups:** Corporate Live Projects, National Competitions, Case Study Sessions, Workshops, Guest Lectures.
- **Content Generation:** FMS Casebook, Sector Watch, Consulting Gyaan Sessions.
- **Content Preparation:** Mock Interviews, Mock Chairman's GD, CaseTalk Sessions and Mentorship.
- **Interest Generation:** ConClub Connect, Consilium: Consulting Magazine, Intra College Competitions.

The Cultural Society

The Cultural Society assures that amidst the hectic B-school schedule, students do not miss out being exposed to the right platforms to showcase their flair across several cultural domains. To provide a more engaging cultural platform, there are five interest based clubs under the aegis of the Society.

- Aarohan - The Music Club
- Abhinaya - The Dramatics & Film Club

- Agamya - The Literary Club
- Nethra - The Photography Club
- Nriya - The Dance Club

In addition to the above, there is also an interest based group—The Design Team, for the aficionados of fine arts and design.



During Elysium'16, second edition of sports-cultural fest of FMS, Cultural Society had events such as:

- Ailaan - Street play competition
- The Band Theory - Rock and fusion band competition
- enGroove - Group dance competition
- Trinetra - On-line photography competition

As a precursor to Elysium'16, we had a Sufi night which was marked by a performance by the famous Ustad Shadab Sabri. For pro-night, Swarantar performed for the first time at FMS. We are endeavoring to take it to a more breath-taking scale this year.

The Finance Society

The Finance Society (FinSoc) at FMS facilitates interaction between corporate luminaries and students to promote career opportunities in Finance. The society aims to supplement classroom learning with industry oriented Workshops, Live Projects and other events.

Some of the activities undertaken by FinSoc are:

- **Workshops:** Brands like ICICI, Dun & Bradstreet and FLIP conducted workshops to expose students to industry best practices in the fields of Valuation, Corporate Banking, Stock Markets and Financial Modeling. In addition to these Finance workshops, an EXCEL workshop was conducted to train the students with EXCEL skill sets required in the industry.
- **National Case Study & Inter College Competitions:** The FinSoc organized various competitions including national level case study, quiz & trading during FMS Annual Management Fest - 'FIESTA'.
- **Senior Analyst:** The quarterly newsletter of FMS covers articles on all major economic developments and their implications.
- **Investment Club:** An Investment Club is being initiated to enable our students to get exposed to financial markets via trading and portfolio management.

FMS Scholastic Council

FMS Scholastic Council (FSC) was founded with the purpose of enhancing the learning culture at FMS. One of the major focus areas for FSC lies in establishing international linkages, aimed to catapult FMS onto a global scale by establishing exchange programs, global alliances and conferences. The Council believes in supplementing the classroom learning by conducting workshops, organizing guest lectures and facilitating the arrangement of key study materials that allow students to develop a holistic perspective of the management concepts.

Some of the activities undertaken by FSC include:

- Linkages with around 15 International B-Schools for Summer School Programs
- Foreign Language Courses (French & Spanish)
- Bulk deals for newspapers, magazines and books for students
- Maintenance and updation of academic resources, information reports, software etc.
- Academic Research Projects
- Paradigm - Annual Magazine
- Publication of current affairs capsules and sector reports
- Chanakya - National level competition on policy making
- Chintan - Business strategy workshop



New activities planned for this year include:

- National level quiz competition
- Advanced EXCEL workshops.

The Systems Society

Systems Society (SysSoc), the IT, Analytics, E-commerce & Operations Society of FMS is committed to provide the students opportunities to understand the concepts in the systems domains during their MBA program and the indispensable knowledge to effectively interface with the corporate world, providing them a window to best practices in various industry verticals across IT, E-Commerce and Operations. Some of the activities undertaken by SysSoc are:

- Upkram Alum Session Series
- Simulation Games
- Six Sigma Green Belt Certification
- Product Management Workshop
- Industry Live Projects
- Operations and IT monthly newsletter-“NewsBytes”
- Pan India Operations & Technology Case Study Competition - Opsilium & TechArena
- Pan India IT/ Data Analytics Competition: DataMaze
- Ultimate CIO, COO & Product Manager of the year

Pictures of Opsilium Finale, Feb, 2019

Entrepreneurship Cell

Entrepreneurship Cell (E Cell) at FMS promotes the entrepreneurial spirit among students by actively creating awareness and opportunities to develop a startup ecosystem. FMS students are encouraged to opt for Placement Holiday - an initiative which supports and facilitates students to start their own ventures and if they wish to, exercise the option to sit for placements within 2 years. This provides them time to test their own mettle and skills in the world of entrepreneurship with the benefit of a secure future. Some activities undertaken by E Cell include:

- International Entrepreneurship Challenge
- E-Summit
- Start-up Fair
- Entrospective Article Writing Competition in association with YourStory
- Tie-ups with NEN, TIE, Ace, Hatch and NSEF
- Support from Redwood Associates, Indian Angel Network, Mumbai Angels for Incubation
- Rural trips and Industrial visits to start-ups and young companies
- Live Business Projects at start-ups like Invoxel etc.
- B-Plan making competition in association with startups pitching to investors
- Founder's Talk - A series of guest lectures where founders interact with students
- Workshops to educate students on the basics of Entrepreneurship
- Merchants of Delhi, Apprentice, Bizcan
- Panel Discussion with multiple founders and experts
- Entrepreneurship awareness events in collaboration with other institutes
- AMA - online 'Ask Me Anything' with inspiring entrepreneurs
- TEDxFMS, independently organized TED event
- FMS Basecamp to facilitate startups of FMS alums & students and connect them with Angel Investors & VCs
- Samadhaan: Live Case Study Event as part of Fiesta, the annual business festival of FMS.

Fiesta

For any B-school to excel, it is imperative for it to develop excellent rapport with the corporate world and peer campuses across the country. It is the constant endeavor of Team Fiesta to strengthen these relations and showcase FMS to the external world as a powerful brand. Team Fiesta is entrusted with the management of our annual management fest, 'Fiesta', which has steadily risen to become the largest management fest in North India since its inception in 2005. Attracting participation from top B-schools across the country, 'Fiesta' has become a platform where the top minds of the country exchange ideas through challenging business games, paper presentations, case studies, workshops, B-Plan competitions etc.

Team Fiesta is also responsible for organizing Annual Conclave and Annual Convention of FMS where luminaries from the fields of academics, corporate world, bureaucracy and politics are invited to engage in fruitful and enlightening thematic discussions for the benefit of the student community. Eminent dignitaries such as Dr. A.P.J. Abdul Kalam and Dr. Montek Singh Ahluwalia have in the past graced the occasions with their presence.

Some of the activities undertaken by Team Fiesta include:

- **National Business Games:** Domain specific events across Marketing, Operations, HR, Finance, Entrepreneurship etc.
- **ICON:** The flagship leadership event, which continues for over 40 grueling hours to identify the sole winner across all business schools.



The HR & OB Society

The process of self-discovery lies at the heart of what the HR and OB Society does and its rigorous preparation activities are what bring out the best among the students. Its objective is to enrich and hone one's personality through self-discovery and better expression of thoughts and ideas to encourage a culture of open communication.

In addition to facilitating the summers, laterals and final placement processes by conducting mock Group Discussions and Personal Interviews, the Society also presents a window into the exciting world of Human Resources and Organizational Behavior. Through its many initiatives, it promotes a conducive environment for engagement of students with industry experts and academicians to cultivate interest broaden their perspectives and keep them abreast with the latest developments in the field.

Some of the key initiatives taken by The HR & OB Society include:

- **Communication Gym** – Interactive exercises conducted to improve communication skills of students and encourage them to step out of their comfort zone.
- **Know Thyself Workshop** – A stimulating, one-of-a-kind workshop aimed at improving self-awareness, making students cognizant of their strengths and weaknesses, and helping them understand themselves and others based on their personalities and temperaments.
- **HRegatta** – The annual HR magazine published by the society, with articles from industry experts, faculty, academicians and MBA students on contemporary themes.
- **Enthrall** – A national level HR-based case study competition which allows the participants to deep-dive into the talent function of an organizations and come up

with innovative solutions to complex issues in the field of OB and HR.

- **Anthropos** – The flagship event provides a platform for inquisitive minds from across the best B-schools of India to brainstorm over HR issues plaguing the industry and tests their critical thinking and negotiation skills.
- **HR Conclave** - A confluence of today's strategic minds aimed at enlightening the brightest management minds about contemporary issues in HR. Some of the eminent speakers invited in the past include Joyce Wicherts, HR Director, Philips and Aparna Sharma, HR Director, Deutsche Bank, among others.

The Sports Society

Sports Society at FMS provides the hardworking students with a plethora of opportunities to exercise their brawn cells. The scope of activities includes managing contingents to organizing intra and inter- college sports fests. Its goal is the holistic personality development, which not only involves mental aptitude but also physical endurance. It has also proven to be one the best facilitators of interactions between faculty members and students over chess, carom or the perennial favorite table tennis.

Some of the new initiatives undertaken by the Society this year are:

- Launching of Elysium (Sports-Cultural Fest of FMS)
- Intra-college sports fest
- Friendly matches with B-Schools in and around Delhi/NCR

Media Relations Cell

The alumni network of FMS is spread across the world, with the members occupying positions of prestige in some of the largest corporations in the world. Alumni Relations Cell keeps our alumni connected with FMS and the current students with its endeavours to strengthen alumni relations by conducting Alumni Meets, Mentorship Programs and several other avenues for connecting to the alumni. city Chapter Meets this year. FMS Alumni Chapter Meets provides an opportunity for the alumni to get together again and to rekindle the memories of the time when they were students at their alma mater. It also gives a platform to the current students to associate with their alumni and take their feedback about how FMS transformed their lives. Chapter meets are conducted both internationally (Dubai, Singapore, Canada, UK) and within India (Delhi, Mumbai, Bangalore, Chennai, Kolkata, Hyderabad). In 2019, the Mumbai Chapter Meet had the agenda of Disruption and Future of Businesses with a Keynote by Mr. Sanjiv Mehta (Chairman and MD, HUL), a panel discussion with top MDs moderated by Faye D'Souza and a fireside chat between Ms. Vibha Paul and Ms. Sonu Bhasin. With a huge network of alumni in almost all spheres of the industry, the Alumni Chapter Meets are well-awaited events. Through the GAMA or Global Alumni Mentorship Allocation Program, 100+ mentors were allocated to the students sitting for lateral and final placements in their respective domains, thereby witnessing the highest ever participation. Under the Alumni Connect Program, first year students were allocated mentors from the recent alumni. Buddy Network Program was conceptualized to connect the students with the FMS Alumnus in their respective summer internship organizations. Job openings from across the industry are shared to the alumni. CXO Mock Interview Series was conducted for lateral and final placements candidates to help them with their preparations. Among some other initiatives is "Coffee with your Alumni" under which informal interaction sessions between alumni and students were conducted. The team also introduced "Alumni Hall of Fame" to increase the awareness about the prominent alumni among the batches. AlumSoc also supports publication of the Alumni Newsletter

“Footprints”. The team also manages the social media handles on LinkedIn and Facebook, and acts as an interface between the various societies in FMS and the alumni.

The Marketing Society

The Marketing Society (MarkSoc) takes care of everything that is for Marketing on the campus. It works towards empowering budding marketers through a unique combination of fun activities, knowledge sessions, workshops, corporate interactions, competitions and live projects. Some of the activities undertaken by MarkSoc are:

- MarkSoc Champions Trophy
- Emblazon: Marketing Seminar
- Marketing Triathlon: National Case Study Competition
- MarkArc: National Article Writing Competition
- Marketing Colosseum: Intra FMS clash
- Merchants of Delhi: Make money out of nothing
- Brand Yatra: Inspires innate understanding of brands
- Interview Preparation
- Industry Live Projects

Leadership Talks at FMS

Leadership Talks Series is unique to FMS Campus. Eminent personalities from the Corporate World, Social and Government Sector, and Media are regularly invited to share their experiences and insights with the current students. This year some of the eminent personalities who visited FMS Campus include:

- | | |
|-----------------------------|---|
| • Arunabh Das Sharma | - President, BCCL |
| • Koichi Ikegami | - Senior MD, Nomura |
| • Nitish Kapoor | - SVP, South Asia, RB |
| • Rohit Jindal | - Director Marketing-India, RB |
| • Raj Kamal Sharma | - Head of Exports, Nestle |
| • Sanjeev Munjal | - VP, Strategy and M&A, Airworks |
| • Ashish Mehta | - Associate Director, ANZ |
| • Sushil Borde | - VP, Innovation, Reliance |
| • Sanjeev Bhargava | - Managing Partner and Head, James Walter Thompson |
| • Chandan Joshi | - Partner, EY |
| • Sudershan Sengupta | - Management Consultant (Strategy & Operations), Deloitte |
| • Sanjeev Mohanty | - MD, Benetton |
| • Saket Modi | - Co-founder and CEO, Lucide |
| • Rahul Gangal | - Partner, Roland Berger |
| • Pankaj Mathur | - VP-Sales, Orange
Business Services |
| • Karan Singh Bains | - Country Director, Pinkerton |
| • Shyama V. Ramani | - Founder, Friend in Need India |



- **Vineet Pruthi** - VP, Argus Capital and Financial Services
- **Sanjay Gupta** - Marketing Head, Wellness and Youth, Marico
- **Vikram Subrahmanyam** - MD, Citicorp Services India
- **Sonali Kaushik** - BU VP, Schneider Electric
- **Santhosh Dharanikota** - Group Head, Finance Governance, Lend lease Australia
- **Girish Karira** - SVP, GIC
- **Ramya Venkatraman** - Founder & CEO, CENTA
- **Meera Chopra** - VP and Global Head, Advertising, VuClip
- **Deepak Gera** - Project Finance, Innogy SE
- **Anand Singh** - Director Business Intelligence, Philip Morris
- **Nitin Kochhar** - VP Categories, ShopClues
- **Mandeep Singh** - MD, Brandtone
- **Kavinder Singh** - MD and CEO, Mahindra Holidays and Resorts
- **Mahesh Singhal** - Director, Investment Banking, MintSmiths

Workshops at FMS

One of the regular learning features of FMS is focused workshops conducted by invited expert teams from various corporates having leadership positions in their respective domains. Some of the workshops conducted this year include:

- Pillars of Equity Investments by ICICI
- Valuation by Dun & Bradstreet
- Marketing for Startups by CMO factory
- Digital Marketing by Afaqs
- Branding by General Mills
- Six Sigma Green belt by KPMG
- Marketing seminar series by Mad over Marketing
- Case solving session by Case Solvers Hungary
- CV building workshop by Deloitte.

Doctoral Research Activities

Faculty of Management Studies provides an excellent ambience for scholarly research. The main objective of the Doctoral Research Programme at FMS is to encourage original work in different aspects of management and to develop scholars who go on to make noticeable contributions to the areas of teaching and research. The doctoral programme creates an energetic and stimulating work environment and opens up opportunities for candidates from multi-disciplinary backgrounds and diverse nationalities to pursue their dreams in their respective fields of research. This programme enables the researchers to achieve competitive profile and to become part of the next generation of faculty at the top business schools in the world. The doctoral students of FMS are encouraged to share their research at various academic platforms including national and international universities.

The programme promotes interdisciplinary research and develops framework to integrate the tools and approaches from the disciplines of finance, economics, information technology, marketing, organizational behaviour, corporate strategy, production & operations

management and human resource management. Some of the ongoing topics of research are as follows:

- Backward Linkage and Spillovers: A Study of Indian Experience and Implication for FDI
- Innovation in Product Development in Insurance Industry
- Marketing Strategies of Indian and Foreign Owned Auto Companies
- Strategies for R&D Management in Pharmaceutical Industry: A Comparative Study of Select Global and Indian Firms
- Transformational Leadership and Job Satisfaction: A Study of Indian Banking and Insurance Companies
- Relationship of Retention Strategies & Employee Career Stage in Corporate Sector
- Impact of Emotional Intelligence of Healthcare Professionals on Personal & Organizational Effectiveness: A Comparative Study of Public & Private Hospital in Delhi
- Corporate Restructuring & Maximization of Shareholder Value
- A Comparative Study of 'Eustress' among Public & Private Sector Bank Executives
- Evaluation of Methods for Measuring Value of Risk (VaR) in Mutual Funds Industry
- Revenue Responsiveness Behavior of Taxes in India: An Empirical Study
- Corporate Credit Ratings: Study of Select Indian Companies
- Relationship Between Brand Experience and Loyalty: A Comparative Study of Product and Service Brands
- Financial Sector, Market Failure, and Macro-Policy: An Indian Perspective
- A Study of Factors Related to Integration during Mergers and Acquisitions
- Role of Corporate Social Responsibility in Social and Ethical Performance of Firms
- The Role and Challenges of Islamic Finance in the Growth of the Economies of Middle East: A Study of Select Countries

International Associations

- University of Cologne, Cologne, Germany
- HWZ University of Applied Sciences in Business Administration, Zurich, Switzerland
- Swiss Business School, Zurich, Switzerland
- Imperial College Business School, London, United Kingdom
- London School of Economics and Political Science, London, United Kingdom
- School of Business - HKUST, Hong Kong, China
- IAE Lyon, Lyon, France
- Aix-Marseille Graduate School of Management, Aix-en-Provence, France
- IE Business School, Madrid, Spain
- Tilburg University, Tilburg, Netherlands
- Nanyang Business School - NTU, Nanyang, Singapore
- NUS Business School - National University of Singapore, Singapore
- Maastricht University, Maastricht, Netherlands

Foreign Exchange Programs

- Lahore University of Management Sciences, Pakistan
- IAE de Lyon Business School of the University, Jean Moulin of France
- Indo-Korean Youth Exchange Program, Ajou University, South Korea
- Indian Youth Delegation to China, Government of China
- University of Melbourne, Australia*
- McGill University, Canada*
- Fudan University, China*
- University of New South Wales, Australia*
- University of British Columbia, Canada*
- Shanghai Jiao Tong University, China*
- University of Queensland, Australia*
- University of Hong Kong*
- University College Dublin, Ireland*
- Waseda University, Japan*
- Tecnológico de Monterrey, Mexico*
- University of Auckland, New Zealand*
- Korea University, South Korea*
- University of Birmingham, UK*
- Lund University, Sweden*
- University of Birmingham, UK*
- University of Virginia, USA*
- University of Edinburgh, UK*
- University of Glasgow, UK*
- University of Nottingham, UK*

* As part of *Universitas21 Agreement*, promoting faculty and student exchange and joint research among member institutions, University of Delhi is the only member institution from India.

Scholarships

- OPJEMS
- Aditya Birla
- Central Government Scholarship for SC/ST students
- NTPC



FMS

The letters 'FMS' are rendered in a large, bold, sans-serif font. Each letter is filled with a photograph of a large crowd of graduates wearing black caps and gowns with yellow stoles, seen from behind during a commencement ceremony.

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
- **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

FORMAT – CW Category
(On The Proper Letter Head)
(With complete address, telephone number/s and e-mail ID)
Office of the

This is to certify that Mr. /Miss is son/daughter of(No.....) resident of.....

The above named Officer/JCO/OR.....:

1. Widows/Wards of Defence personnel killed in action on.....during.....
2. Wards of disabled in action on.....during.....and boarded out from service.
3. Widows/Wards of Defence Personnel who died while in service on with death attributable to military services.
4. Wards of Disabled in service and boarded out with disability attributable to military service.
5. (A) Wards of Ex-servicemen and serving personnel who are in receipt of Gallantry Awards;
 - (i) Param Vir Chakra
 - (ii) Ashok Chakra
 - (iii) Sarvottam Yudhseva Medal
 - (iv) Mahavir Chakra
 - (v) Kirti Chakra
 - (vi) Uttam Yudh Seva Medal
 - (vii) Vir Chakra
 - (viii) Shaurya Chakra
 - (ix) Yudhseva Medal
 - (x) Sena, Nausena, Vayusena Medal
 - (xi) Mention – in – Dispatches
- (B) Wards of the police personnel who are in receipt of President's Police Medal for Gallantry, Police Medal for Gallantry.
6. Wards of Ex-Servicemen
7. Wives of :
 1. Defence Personnel disabled in action and boarded out from service.
 2. Defence Personnel disabled in service and boarded out with Disability.
 3. Ex-Servicemen and Serving Personnel who are in receipt of Gallantry Awards.
8. Wards of Serving Personnel.
9. Wives of Serving Personnel.

Master/Miss.....son/daughter of ..

.....

Officer/JCO/OR is eligible for educational concession for admission in University of Delhi against the Armed Forced category under Priority No.

No. :

Date:

(Signature)
Rubber stamp with Name & Designation

**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).

Signature with seal of Office _____
Name _____
Designation _____

Recent
Passport size
attested
photograph of
the applicant

*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.