PREPKLOUD ADMISSIONS GUIDE SERIES

FMS MBA Executive Preparation Guide

A practical workbook for the application write-up, experience discussion, extempore and business-awareness conversation.

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Start here

This independent workbook is for applicants to the Faculty of Management Studies (FMS), University of Delhi, **MBA Executive (Evening)** programme. It is not a CAT preparation book and is not guidance for the full-time MBA. The MBA Executive Health Care Administration (HCA) programme has different eligibility requirements: confirm which programme you are applying to before using this guide.

The official FMS 2026–28 MBA Executive / HCA information bulletin describes a **150-word write-up on executive experience and statement of purpose**, plus individual discussions of experience and purpose, an extempore, and a discussion of national and international business affairs. This book follows that format. Do not use an old “two long essays” template if the current application form asks for a single short write-up.

Dates, eligibility, instructions, available seats, selection steps and document requirements belong to FMS, not PrepKloud, and may change by intake. Recheck the official FMS admissions page, the applicable bulletin and your own application form before acting. Examples and rehearsal prompts in this book are fictional; they are not official FMS questions or guarantees of selection.

Contents

The current application and selection picture

The FMS information bulletin for the **2026–28 intake** describes online registration and a short write-up on executive experience and purpose. Its selection table includes academic record, discussion on experience and purpose, extempore, and discussion of national and international business affairs. Treat the table as a preparation map rather than a prediction of your result.

Component in the bulletin	What to prepare
12th standard and graduation	Accurate marks/grade conversions with supporting evidence.
Discussion on executive experience and statement of purpose	A concise narrative supported by truthful decisions, outcomes, and learning.
Extempore	Clear structure, balanced thinking, and a controlled finish.
National and international business affairs	Current, sourced examples and reasoned business implications.

For the 2026–28 bulletin, the application write-up has a **150-word limit**. The question asks applicants to connect executive experience with what they would gain from the programme and how the programme could help future goals. Your final application form is authoritative: if the wording or limit differs for your intake, follow that form.

> **What this guide is not**
>
> This is not an official score predictor and does not contain “past interview questions.” It helps you make evidence-based, authentic arguments and practise speaking concisely. Never fabricate experience, credentials, results, or employer approval.

Checkpoint

- I have downloaded the bulletin for my intake and saved the exact question and word limit.
- I know the difference between the general MBA Executive and the HCA programme.

Eligibility and document reality check

For the general MBA Executive programme, the 2026–28 bulletin requires a qualifying bachelor's degree and at least five years of executive or administrative experience *after* the degree, assessed as of 1 April in the admission year. The bulletin specifies a 45% aggregate degree threshold subject to university rules and applicable relaxations, Delhi-NCR residence, compulsory physical attendance, and a no-objection certificate (NOC) from the current employer. Do not assume that an internship or pre-degree role counts as post-qualification executive experience.

Check the exact wording of your intake's bulletin; the HCA programme has a separate list of qualifying degrees and a healthcare-sector experience requirement. This guide does not determine whether your personal degree, organisation, or work history qualifies. If anything is ambiguous, ask the official admissions office rather than relying on a third-party interpretation.

Evidence to assemble	Why it matters
Degree, marksheets and grading-conversion document	Supports qualification and any percentage derived from grades.
Employment letters and date history	Shows post-degree executive/administrative experience.
Current employer NOC in required format	Confirms employer has no objection to programme attendance.

Residence and identity documents if requested	Supports eligibility and identity verification.

The date mismatch

A candidate began working while studying, then graduated later. In the official 2026–28 requirements, the relevant executive experience counts from the qualifying degree date, not from the first part-time job. Build a timeline with both dates before stating a years-of-experience figure.

Checkpoint

- I verified degree, dates and work-experience calculations against the current bulletin.
- I requested the NOC early and kept supporting documents ready.

Build an evidence bank from your work

The most persuasive application material makes your role legible to someone outside your industry. A title such as “programme manager” alone says little. Build a private evidence bank with five to seven episodes: the situation, your decision, the people involved, the result, and what you would do differently. Use verified numbers only; if a metric cannot be checked, describe the direction of change without inventing a figure.

Field	Prompt for your own example
Scope	Who or what depended on the decision? Team, budget, customer group?
Action	What choice did *you* make, not merely the team?
Constraint	Time, resources, risk, or conflicting stakeholders?
Outcome	What changed? What evidence proves it?
Learning	What failed or needed revision? What would you do now?

Choose varied episodes: one cross-functional decision, one conflict or tradeoff, one setback, one instance of people leadership, and one moment when technical or functional expertise was not enough. That last example can become the bridge to your MBA motivation, provided the gap is genuine.

A 60-second episode frame

"We faced [specific constraint]. I chose [action] over [alternative] because [reason]. The outcome was [verifiable evidence]. I learned [insight], which now shapes how I [new behaviour]." Rehearse in your own words; do not memorise a speech.

Workbook exercise

- List three decisions that changed an outcome and one decision you would revise.
- Identify the evidence you can actually substantiate for each.

Write the 150-word experience-and-purpose response

The 2026–28 bulletin specifies **one short write-up** connecting executive experience, your ability to benefit from FMS and future goals. At 150 words, a multi-paragraph career autobiography will crowd out the “why MBA” argument. Draft a longer version for your own thinking, then reduce it to four moves:

1. **Position (15–25 words):** role, experience, decision-making scope.
2. **Evidence (35–45 words):** one credible accomplishment and what you personally contributed.
3. **Gap and programme fit (35–45 words):** a skill or perspective you need and why FMS's programme format or learning environment fits.
4. **Future application (25–35 words):** an attainable next role or responsibility and how you will apply the learning.

These are drafting ranges, not an official scoring rubric. Keep spare words for clarity. Word-count methods can differ on hyphenated terms, so aim comfortably below the limit and verify in the actual form. Do not name a specific FMS course or specialisation unless you have verified that it is available in the current programme.

From generic to specific

Weak: “I am passionate about leadership and want an MBA to grow professionally.”
Stronger: “Leading a 12-person service team taught me to improve operational delivery, but portfolio investment decisions exposed a gap in finance and strategy.” The second provides a real role and a plausible learning need.

Revision questions

- Does the write-up explicitly connect my experience, learning need and next step?
- Could this exact text be sent unchanged to another school? If so, strengthen the FMS fit.
- Is every claim true and below the live application's word limit?

Revision workshop with a fictional example

The following is an invented candidate; do *not* paste it into an application. Its purpose is to show how experience and purpose connect concisely. Verify any programme-specific claims you decide to make in your own response.

> **Fictional draft (under 150 words)**
>
> "I manage operations for a regional logistics team, coordinating eight supervisors across delivery hubs. When delayed handoffs repeatedly disrupted customer commitments, I redesigned our shift review and escalation process with the sales and dispatch teams. We reduced repeat exceptions and gave customers earlier updates. This work taught me how to align people around a shared metric, but it also showed me the limits of solving growth challenges from an operations-only perspective. FMS's evening MBA Executive format would let me test finance and strategy ideas alongside peers while continuing to lead at work. I hope to move into regional planning, where I can connect service reliability with investment decisions. I would bring practical process-improvement experience to classroom discussions and apply that learning to decisions involving both customers and commercial tradeoffs."

What works: the role and cross-functional action are concrete; the knowledge gap logically follows; programme fit links study with ongoing work. **What to improve:** “reduced repeat exceptions” needs a checked metric if available; “finance and strategy” could be made more precise if the candidate can name an actual decision they struggle with.

Editing pass in four steps

1. Circle every adjective: replace “dynamic,” “visionary,” and “passionate” with a decision or result.
2. Highlight the direct link between a real work problem and an MBA learning need.
3. Check that “why FMS” names something you have verified, not a claim about guaranteed outcomes or rankings.
4. Read aloud. If the passage sounds like corporate marketing, simplify it before submitting.

Workbook exercise

- Write your own version, count the words, then remove 15% without losing the decision or goal.
- Ask someone unfamiliar with your profession to explain your “why now” back to you.

Explain your MBA decision and FMS fit

Separate three questions. **Why an MBA?** Name a concrete capability you cannot develop as quickly through your current role alone. **Why now?** Identify the career inflection and what changed since you last considered further study. **Why FMS?** Match a verified programme characteristic with your circumstances; do not rely on generic prestige or unverified placement promises.

The FMS MBA Executive is a two-year evening programme. The official bulletin also states Delhi-NCR residence and physical attendance requirements for the 2026–28 intake. If you plan to keep working while attending, explain the practical feasibility: employer support, commute, and a realistic weekly schedule. A claim about balancing work and study is more persuasive if you have considered how to do it.

Question	Evidence-based answer component
Why MBA?	Work decision exposing a specific management knowledge gap.
Why now?	A current role or upcoming responsibility that makes learning timely.
Why FMS?	A verified feature of this specific programme and its fit with your needs.

After the MBA?	A plausible next responsibility, not a guaranteed title or salary.

Pressure test

Imagine a panel asks: “Why not take a short online course instead?” A thoughtful answer distinguishes a narrow skills course from a structured management education and peer-learning environment—without dismissing other ways to learn. If you cannot articulate the difference, revisit your learning goal.

Checkpoint

- Each of the three “why” answers contains a different, verifiable reason.
- My plan for attendance is practical and consistent with employer documentation.

Discuss executive experience under scrutiny

An experience discussion may probe your individual contribution, people decisions, scope of authority, and failures. Prepare to move beyond a polished résumé line. If you claim to have “led a transformation,” you should be able to name what changed, who resisted, what alternatives were available, and what evidence shows progress.

Rehearse an honest decision chain

1. State the business problem without jargon.
2. Describe the options and the constraint you could not ignore.
3. Say which decision you owned personally.
4. Share the result, its uncertainty, and a lesson.

If you did not own the entire project, distinguish your work from that of the wider team. “I coordinated the rollout” is more credible than “I built the platform” if engineers implemented it. When pressed on weak results, explain what you measured and how you changed course. Thoughtful accountability is stronger than a flawless fictional story.

Challenging follow-ups to practise

What would your manager say you did not do well? Which stakeholder disagreed, and why? What did the work cost? What would happen if the initiative were reversed? Which result can you prove without disclosing confidential figures?

Checkpoint

- I have three different examples: impact, disagreement, and learning from a setback.
- I can explain each in under two minutes without disclosing confidential information.

Prepare for an extempore

The bulletin lists an extempore component but does not promise a particular topic or speaking time in this workbook. Practise speaking with a flexible structure rather than memorising speeches. A simple frame is **position** → **two reasons** → **counterpoint** → **conclusion**. For a balanced or unfamiliar topic, qualify claims and avoid inventing statistics.

Step	Example on "Should companies require office attendance?"
Position	"The right balance depends on tasks and team needs."
Reason 1	Some collaboration and training improve when people meet.
Reason 2	Focused work and access to talent can benefit from flexibility.
Counterpoint	Neither policy solves weak management practices on its own.
Finish	Measure outcomes and revise the arrangement deliberately.

Record yourself once, then note filler words, pace, structure, and whether you made unsupported factual claims. Draw practice topics from broad management themes (customer trust, technology adoption, remote work, sustainability), but do not mistake these for a list of actual FMS questions.

Self-test

- I can begin within a few moments using an outline rather than a memorised paragraph.
- I can acknowledge a tradeoff and finish with a clear conclusion.

Discuss business affairs responsibly

For national and international business affairs, build a short reading habit rather than memorising a list of headlines. For each issue, record **what happened, why it matters to a business, who is affected, what you do not yet know, and one reasonable counterargument**. Use current primary sources where possible (official releases, regulator notices, annual reports) and distinguish facts from your opinion.

Topic family	Business question to ask
Monetary policy / inflation	How might financing costs or customer demand change?
Trade and supply chains	What happens to sourcing resilience and lead times?
AI adoption	Where are productivity gains and governance risks?
Data privacy	How do trust, compliance and operating costs interact?
Climate and energy	What investments reduce exposure or add opportunity?

If you do not know the latest number, say so and reason from the known facts. “I have not seen the latest release; the business impact would depend on X” is a defensible answer. Inventing a rate or policy announcement is not.

Workbook exercise

- Choose three current issues and write a three-line business-impact brief for each.
- Identify an opposing view and one source to verify before the interview.

Mock interview and feedback rubric

Ask a friend or colleague to conduct a 20-minute rehearsal. Give them your actual application write-up and a one-page work timeline, but not a script. Have them interrupt politely with follow-up questions. Rehearse one answer that you are tempted to dodge, such as a failed project or an apparent employment gap.

Dimension	Strong performance	Revision signal
Clarity	Answer begins with the point, then evidence.	Three minutes of background before an answer.
Credibility	Claim, scope and evidence match.	Unverifiable numbers or vague ownership.
Reflection	Owns a mistake and explains changed behaviour.	Blames every difficulty on others.
Programme fit	Links work, learning goal and FMS realistically.	Generic prestige or guaranteed-outcome claims.
Business reasoning	Separates fact, implication and uncertainty.	Invents a statistic or repeats a headline only.

After the rehearsal, score each dimension from 1 (needs work) to 3 (clear and grounded), then change only the two weakest behaviours. Repeat with different prompts: improvement comes from adaptability, not performing the same answer more smoothly.

> **Safe practice prompt**
>
> “Tell me about a decision you influenced without formal authority. What alternatives were rejected, what evidence guided you, and what would you change now?” A strong answer is a true decision story—not a motivational speech.

Four-week preparation and document tracker

Week	Work	Deliverable
1	Confirm intake requirements, eligibility, programme format; request NOC.	Official source checklist and dated career timeline.
2	Write experience evidence bank and draft the 150-word response.	Verified narrative under the live form's word limit.
3	Rehearse experience discussion and extempore; read business affairs.	Three decision stories and three sourced issue briefs.
4	Conduct two varied mock discussions and check documents.	Feedback rubric, final application proofread, document pack.

Document tracker

- Final application copy, any application acknowledgement, and identification as instructed by FMS.
- Degree certificate, marksheets and official grade-to-percentage conversion document where needed.
- Employment records proving relevant post-qualification experience.

- Current employer NOC in the requested format and any other intake-specific papers.
- Originals and copies/self-attestation only as required in the current interview instructions.

> **Do not guess a deadline**
>
> This workbook deliberately does not print a submission date or interview venue. Save the official admissions notice for your intake and check it again before travelling or submitting. If your circumstances are unusual, seek clarification from FMS admissions.

Practice prompts and self-checks

These are invented rehearsal prompts, not recalled FMS interview questions. The purpose is to diagnose whether your evidence is real, your reasoning is balanced, and your answers stay consistent with your submitted write-up.

1. What was the most consequential decision you personally made last year?

Self-check: name the decision, rejected alternative, stakeholders, result, and evidence.

2. Which of your accomplishments depended most on people outside your reporting line?

Self-check: explain influence without overstating formal authority.

3. Describe an initiative that missed its target.

Self-check: own your part, explain the diagnosis, then the corrective action.

4. What management problem can you not solve with another short course?

Self-check: connect a work example to a broader cross-functional learning need.

5. Why pursue the MBA now rather than in two years?

Self-check: name a present inflection point, not a vague "good time."

6. What verified feature of FMS suits you specifically?

Self-check: connect a documented programme feature to your circumstance.

7. How will you attend physical evening classes while employed?

Self-check: cover location, employer support, commute and schedule honestly.

8. What will your current team gain from your MBA learning?

Self-check: give a plausible applied benefit without promising a guaranteed promotion.

9. Which recent business development matters to your sector?

Self-check: source the fact, explain the mechanism, name uncertainty.

10. Argue both sides of an AI regulation or privacy tradeoff.

Self-check: address commercial benefit and risk without making up statistics.

11. Give a short extempore on “Growth versus profitability.”

Self-check: position, two reasons, counterpoint, conclusion; keep time.

12. How do you know the impact you claimed was yours?

Self-check: distinguish your action from the team's work and cite a verifiable measure.

13. Describe a conflict with your manager or a peer.

Self-check: explain the other view fairly and how the decision was reached.

14. What would change in your 150-word write-up if you removed all adjectives?

Self-check: retain facts, agency, a learning need and a credible future goal.

15. If an extempore topic is unfamiliar, what should you do?

Self-check: define terms, present a qualified view and do not invent facts.

16. What would a critic of your career plan say?

Self-check: acknowledge an actual constraint and describe how you will address it.

17. What is different in your current application if you are reapplying?

Self-check: use new evidence and clearer fit, not guesses about past panel decisions.

18. Does your stated experience align with documented post-degree dates?

Self-check: reconcile each claimed period with your degree and employment evidence.

Last-day checklist and official sources

- Open the official bulletin and your own current application form: check question wording, word limit, eligibility, and document instructions.
- Read your final write-up aloud once. Can you defend every line with a real example?
- Pack any required originals, supporting copies, experience letters, grade conversion, and NOC as instructed by FMS.
- Rehearse your three experience examples and one extempore structure—not a word-for-word script.
- Check official interview notices for venue, time, identification and any updated steps.
- Sleep. A candid, clear answer is better than a memorised claim you cannot support.

Official reference

The FMS MBA Executive / HCA 2026–28 Information Bulletin is the primary source for the selection components, the 150-word write-up and the general programme's eligibility in this edition. Also consult the official MBA Executive admissions page for intake updates. For additional independent editorial context, visit PrepKloud's FMS MBA Executive guide.

Neither this guide nor a coaching plan can guarantee admission. Use the exercises to make your application accurate, individual, and consistent with your own record.