



School of Business (SOB)

Admission Policy 2026-27

Admission Policy

For the Academic Year 2026-27

Master of Business Administration (MBA)

**Master of Business Administration –
Business Analytics (MBA-BA)**

DISCLAIMER

While every effort has been made to ensure that the information in this brochure is accurate at the time of publication (December 2026), all matters that it covers may be subject to change without notice. The information is meant for illustrative purposes only, and cannot be quoted as authority, for which the rules, regulations and notifications concerned shall be referred to. In particular, information about the structure of studies of the different branches of Engineering, Management and Law taught at the university is subject to continuous upgradation. The university does not intend, by the publication of this brochure, to create any contractual or other legal relations with students, their advisors or any other stakeholders and the university reserves the exclusive right to change or withdraw any statement in this brochure without notice.

We have no other branch or campus in India. NCU trademark has been registered vide Registration no. 3001127 dated 8th September 2016.

This policy shall be called the 'ADMISSION POLICY 2026' (AP – 2026) for admission to the programmes offered by THE SCHOOL OF BUSINESS, THE NORTHCAP UNIVERSITY, GURUGRAM, at the postgraduate levels.

This Admission Policy 2026 is approved by the Board of Management of The NorthCap University, Gurugram. All admissions shall be made strictly in accordance with merit in a fair and transparent manner on the basis of minimum eligibility criteria as prescribed for each programme.

1. APPLICABILITY

- 1.1 This "Admission Policy - 2026" is valid for the academic year 2026-27 and shall be applicable for admissions of all resident Indian students to PG programmes of the School of Business and also covers children/wards of non-resident Indians (NRIs)/international students, wherever applicable.
- 1.2 The university has a comprehensive and transparent policy regarding fee structure, refund, cancellation & withdrawal. The Refund & Cancellation policy is in line with UGC/MOE/AICTE policy on the matter as per UGC Notification dated 12th June 2024 & any subsequent notifications.

PROGRAMMES OFFERED BY THE SCHOOL OF BUSINESS - INTAKE AND MINIMUM ELIGIBILITY CRITERIA FOR THE YEAR 2026-27

- 1.3 Eligibility Criteria for PG programmes at the School of Business

SCHOOL OF BUSINESS			
Graduate Programmes (2 Years)			
S. No.	Programme	Intake	Minimum Eligibility Criteria to Apply
A	MBA (Finance , Marketing & HR)	120	Candidate must have successfully completed a Bachelor's degree from a recognized University. Must qualify GMAT /CAT /XAT / SNAP/CMAT/CUET-PG/Any other National Test/ in the discipline of PG programme. In case a student has not appeared in any of the above-mentioned entrance examinations, NCU will conduct its own entrance test in the discipline of PG programme.

B	MBA-BA	60	Candidate must have successfully completed a Bachelor's degree from a recognized University. Must qualify GMAT /CAT /XAT / SNAP/CMAT/CUET-PG/Any other National Test/ in the discipline of PG programme. In case a student has not appeared in any of the above-mentioned entrance examinations, NCU will conduct its own entrance test in the discipline of PG programme.
	TOTAL INTAKE	180	

- i. Rounding of marks in the aggregate and/or in the compulsory subject(s), wherever applicable is not permitted.
- ii. The intake shown in the table above is subject to change by the university. An increase/decrease in the intake of up to 20% of seats could take place within the total intake without compromising quality and minimum eligibility criteria.
- iii. Admission will be based solely on the merit criteria as per procedure, while ensuring an overall intake of 25% of the total seats for Haryana residents.
- iv. The applicants may note that merely meeting minimum eligibility criteria shall not assure admission to the applied programme. Admission shall be strictly based on merit and the university reserves the right to decide the merit cutoffs for various programmes and subsequent notifications.
- v. Merit will be determined after the equalisation of scores from different entrance tests as decided by the admissions committee.

1.4 Guidelines for allotting specialisations in SOB programmes are as follows:

1. Students can indicate their preferred specialisation choice in a particular programme in the application form at the time of application. Students can give their choices in a particular programme in order of priority.
2. The seats shall be allotted to students based on merit and their indicated preferences based on the availability of seats.
3. After successful completion, all the students enrolled in these specialisation tracks shall get their regular degrees in their respective chosen programmes.
4. In case a student voluntarily withdraws from specialisation but continues his/her degree, he/she shall be awarded only the degree in the chosen programme, subject to his/her fulfilling the total credit requirements as prescribed for the degree. However, the fee will continue to remain applicable, for the specialised programme chosen at the time of admission.
5. The university reserves the right not to run a particular specialisation in a programme if the number of students opting for that specialisation is less than 10. In such cases, students shall be offered alternate available choices for the specialisation in order of their indicated preference and the student shall be expected to pay the fees as applicable for the specialisation or basic degree programme accepted for study.

1.5 DISTRIBUTION OF SEATS FOR THE PROGRAMMES AT THE SCHOOL OF BUSINESS, THE NORTHCAP UNIVERSITY, GURUGRAM

POSTGRADUATE								
S. No.	Programmes	Intake	General Category	Children of NRI/ International Students (15%)	SC (10%) of 25%	OBC (27%)	Kashmiri Migrant (1 seat in each branch, super numerary)	Total No. of seats
1	MBA	120	66	18	3	33	1	121
2	MBA-BA	60	33	9	2	16	1	61

Note: Seats remaining vacant in any of the categories including NRI but excluding Kashmiri Migrants shall be merged into the General category.

2. DEFINITIONS

- 2.1 **INDIAN NATIONALS:** All Indian nationals from any part of the country, complying with the minimum eligibility criteria, are eligible to apply.
- 2.2 **CHILDREN OF NRIs/INTERNATIONAL APPLICANTS:** The applicant must be a child/ward of a non-resident indian (NRI) as defined under the Income Tax Act and must comply with the minimum eligibility criteria to be eligible under this category. In addition, international applicants can also apply under this category and their admission will be based on foreign qualification at the Class 12 & bachelor's or an equivalent level and would be required to submit a certificate of equivalence from AIU (Association of Indian Universities). International applicants will have to get all clearances, including but not limited to visa requirements etc. from all statutory bodies of their respective countries and India. Applicants admitted under this category will pay a higher fee as per Clause 14.1 of this AP – 2026. The extra fee collected from these students will be used to give fee concessions to students on merit-cum-means criteria and scholarships for meritorious students.
- 2.3 **HARYANA (GENERAL):** A candidate who is a resident of Haryana (refer to Form 2) or has passed his Class 12 & bachelor's degree or an equivalent examination from a recognised school/university in Haryana and complies with the minimum eligibility criteria, is eligible under this category.
- 2.4 **HARYANA (SCHEDULED CASTE):** A candidate who is a resident of Haryana and from a Scheduled Caste of Haryana, as notified by the Haryana State Government (refer to Form 3), should comply with the minimum eligibility criteria. After allotment of seat/branch to all eligible Haryana SC applicants, unfilled seats under this category shall be merged with Haryana (General) seats to make good the overall 25% seats for Haryana resident candidates.
- 2.5 **KASHMIRI MIGRANTS:** One seat in each programme shall be reserved for Kashmiri migrants as per the guidelines of the Director of Higher Education vide memo no.18/51-2000 UNP (4) Dated 9th December 2015 & subsequent notifications.

3. MINIMUM ELIGIBILITY CRITERIA – PROGRAMME-WISE

- 3.1 To be eligible for admission to the first year of any of the above-mentioned programmes, a candidate must be an Indian national and must fulfil the minimum eligibility criteria defined in Clause 1.3 of this AP – 2026..
4. **An applicant from a university/board NOT recognised by CBSE/AICTE/UGC/AIU/MOE or any other statutory body of the Government of India shall not be eligible for admission.**

5. GENERAL CONDITIONS

- 5.1 In the event that the Admissions Committee of the university is not satisfied with the character or antecedents of an applicant, in the overall interest of maintaining the academic standards and discipline of the university, it retains the exclusive right not to admit him/her to the university.
- 5.2 A student who furnishes particulars or submits documents which are found to be false, or suppresses material information, shall not be considered for admission. If he/she has been admitted on the basis of such information, then, besides legal action at his/her cost, his/her admission shall stand automatically cancelled, and the entire fee of any description whatsoever paid by him/her shall stand fully forfeited.

- 5.3 Mere possession of the prescribed academic qualifications does not entitle a candidate to admission. Candidates shall have to fulfil all other conditions as have been spelt out in this "Admission Policy - 2026-27" and on the website for the programme/category in which admission is sought.
- 5.4 A student who wishes to be admitted after a gap period of one year and/or more (after passing the 10+2/Graduation examination) shall submit an affidavit duly notarised at the time of admission, justifying the reasons for the gap period and certifying that he/she had not taken admission in any college/university or had not been rusticated or had not been sentenced to jail for a criminal offence. In case a student had taken admission to any other college/university during the gap years he/she shall have to provide an NOC/Migration certificate from the said college/university. He/she will necessarily have to comply with the minimum eligibility criteria including programme-wise applicable entrance examination, if any.

6. ADMISSIONS COMMITTEE

- 6.1 Admissions shall be made by the Admissions Committee comprising of faculty and administrative staff of the school/university to be nominated by the Vice Chancellor.
- 6.2 The Committee shall scrutinise the application forms for admission of the candidates in accordance with the eligibility criteria prescribed in this 'Admission Policy 2026-27'.
- 6.3 The decision of the Admissions Committee on any matter concerning the Admission Policy shall be final and binding on all concerned, subject to review as per Clause 17 (Grievances and Redressal Committee) of this AP-2026.

7. ADMISSION NOTICE

- 7.1 To fill the seats for programmes offered for the Academic Session 2026-27, the university shall publish an admission notice inviting applications from interested candidates.
- 7.2 A copy of the admission notice along with this 'Admission Brochure 2026-27' shall be uploaded on the website of the university <http://www.schoolofbusiness.ncuindia.edu/> for the information of all concerned.

8. HOW TO APPLY

- 8.1 A candidate can participate in the admission process ONLY by filling out an online application form on the university website <http://www.schoolofbusiness.ncuindia.edu/StudentscanfillintheformonlineandpaytheApplicationfeeofRs.1500/-> (Non-refundable) online, and upload self-attested scanned copies of documents mentioned in Clause 8.2. They will receive an email confirmation for their online application.

8.2 SELF-ATTESTED DOCUMENTS TO BE SUBMITTED WITH APPLICATION

S.No.	Programme	Document to be scanned and uploaded
1	MBA	Class X marksheet (as proof of date of birth) Class XII (or an equivalent) marksheet UG degree final semester marksheet with grand total
2	MBA-BA	Class X marksheet (as proof of date of birth) Class XII (or an equivalent) marksheet UG degree final semester marksheet with grand total

NOTE: Please ensure that the above mentioned documents are readily available when you visit the university for in-person document verification.

3 passport-sized photographs, Aadhar Card, medical fitness certificate, migration certificate, undertaking (anti-ragging), online anti-ragging affidavit with Reference No., ABC ID Document.

Important Note:

Notes:

- If applicants total household Annual income is less than 8 lakhs. Income proof document to be submitted - ITR/Bank Statement/notarized affidavit on a Rs 100/- stamp paper signed by a first class Judicial magistrate/ SDM/ Executive Magistrate.
- In addition to the above, Haryana domicile/Haryana SC certificate (Form 2 & Form 3 enclosed) should be attached, for those who are applying in Haryana General or Haryana Scheduled Caste Category.

- Kashmiri Migrants should attach J&K Migrant's certificate issued from Government of Jammu & Kashmir Office of the Relief & Rehabilitation Commissioner (M) Jammu, with the application form.
- 8.3 **ADMISSION BROCHURE:** The Admission Policy 2026-27 for admission to all programmes of the School of Business shall be available in soft copy form on the university website. All candidates are advised to thoroughly read the entire Admission Policy 2026-27 before applying for admission.
- 8.4 Applicants should submit only one application form for the selected programme.
- 8.5 It is made clear that admissions shall be made strictly on merit to those who have applied on the prescribed form, within the stipulated time limit prescribed in this Admission Policy 2026-27, or as may be amended and uploaded on the website, from time to time and whose application has not been invalidated due to any deficiency. Applications which are incomplete and not in the prescribed form and not accompanied by the self-attested copies of documents as given in Clause 8.2 of AP – 2026 shall be rejected.

9. ACKNOWLEDGEMENT OF APPLICATION FORMS

- 9.1 Online applications shall be acknowledged by e-mail confirmation.
- 9.2 The receipt/acknowledgement shall constitute the only evidence for timely submission of the application form.

10. IMPORTANT DATES FOR ALL PROGRAMMES

- 10.1 Important dates for all programmes – MBA & MBA-BA

Event/Activity	Important Dates
Uploading of admission form on website	1 st November 2025
Last date for submission of application forms	30 th September 2026
Announcement of first admission-cum-merit list	20 th January 2026 (date may change)
Last date for payment of first-semester fees for students offered admission in the first merit list	Within the offer letter Validity
Announcement of the subsequent merit list	On rolling basis
Last date for payment of first-semester fees for students offered admission in subsequent merit lists	As mentioned in the offer letter
Last date of admission	30 th September 2026
Orientation, Induction session & Commencement of academic session	From July 2026 onwards

- 10.2 The above dates do not apply to NRIs/International students. For their deadlines/dates, they must refer to "Admission Policy 2026-27 Annexures" applicable for children/wards of NRI/international students.
- 10.3 Dates are tentative and subject to changes. Changes in date, if at all will be uploaded/notified on the website www.schoolofbusiness.ncuindia.edu

11. ADMISSION-CUM-MERIT LIST

- 11.1 The first admission-cum-merit list will be announced and informed to students through registered email.
- 11.2 The last date for payment of fees for securing admission and fee payable shall be in accordance with clauses 10 and 14 respectively.
- 11.3 Merely depositing fees will not confirm the admission. Submitting/getting documents verified is a necessary condition before final admission is offered.

12. SECURING YOUR ADMISSION

- 12.1 Applicants whose names appear in the first or subsequent merit-cum-admission lists MUST deposit their first-semester fee in full on or before the last date specified for the purpose, to secure their admission.
- 12.2 In the event an applicant fails to deposit his/her fee on or before the date specified, the offer of admission will stand automatically withdrawn and the applicant will have no claim whatsoever on the seat.

13. FILLING OF DROPOUT SEATS UP TO THE LAST DATE OF ADMISSION

Since seats are perishable and must be filled before the last date of admission, vacant and drop-out seats if any shall be filled on a 'first-come-first-serve' basis, subject to the minimum eligibility criteria, up to the close of admissions.

14. TUITION FEE

- 14.1 Tuition and total annual fees for the programmes are as follows:

Programme	Annual fee for Academic Year 2026-27 (INR)			
	Child/Ward of Indian National			Child/Ward of NRI/ International Students
	Tuition Fee	Development Fee	Total Annual Fee	Total Annual Fee
MBA	3,71,200	92,800	4,64,000	6,72,500/-
MBA-Business Analytics	3,71,200	92,800	4,64,000	6,72,500/-
Hostel Fee (where applicable)	Rs. 85,000 per semester (subject to change)			

Note: For SAARC countries fee package is different, for details please contact the admissions team on Hotline No. 9311300802

- 14.2 **Caution Money Deposit:** A sum of Rs. 10,000/- is to be charged to each student seeking admission to the university. This amount is interest-free and shall be refunded to the students at the time of withdrawal or at the end of their programmes, whichever is earlier, after deduction of dues, if any.
- 14.3 **Alumni Association Fee:** A one-time Alumni Association fee of Rs. 1,000/- for all programmes is payable by all students.
- 14.4 **Industry Employability Aptitude Test Fee:** Industry Employability Aptitude Test fees of Rs. 1,500/- is payable for School of Business programmes.
- 14.5 **Youth Red Cross Fund:** Rs. 80 is payable by all students.
- 14.6 The fee as given in Table 14.1 is the Total Annual fee.
- 14.7 Fees applicable in the year of admission shall be subject to a year-on-year increase of 3% for the duration of the programme.
- 14.8 The total fee for the year including hostel charges (if applicable) will be payable in two equal bi-annual installments (semester-wise, in advance). Children/wards of NRI/International students shall pay the fee annually, in advance.
- 14.9 The semester fee will not be accepted in parts or in instalments.
- 14.10 Fees can be paid by cash (subject to Clause 14.11 below), demand draft, credit card or debit card. All demand drafts shall be made in favour of The NorthCap University, Gurugram, and shall be payable at Gurugram/Delhi.
- 14.11 Unless otherwise provided by extant Govt. rules, a maximum cumulative of Rs. 2 lakhs only shall be accepted in cash from a student during the entire duration of his/her programme,
- 14.12 Taxes, if applicable under subsequent Govt./GST rules, will be extra.

- 14.13 Children/wards of NRI or international students will not be eligible for a refund before or after the last date of admission in case of withdrawal.
- 14.14 Students must obtain a receipt for every payment made to the university as that shall constitute their only proof of payment.
- 14.15 Admission/semester fees can be paid online or at the Accounts Office of the university on any working day from Monday to Saturday from 9:00 AM to 4:00 PM.
- 14.16 We have a policy for online payment of fees. It is not mandatory to come and deposit the fee in person in the Accounts office. Please find below the details:

Online fee payment details	After sending the fees through RTGS /NEFT you have to mail at fees2026-27oddsem@ncuindia.edu with following details
RTGS/NEFT DETAILS: Account Name: THE NORTHCAP UNIVERSITY Account No.: 8246966739 Bank Name: Kotak Mahindra Bank Bank's Address: KG MARG, New Delhi IFSC Code: KKBK0000172	1. Name with course name. 2. Contact no. 3. UTR no, Amount & Date 4. Account Holder Name

- 14.17 **EDUCATION LOANS:** Many nationalised and private banks including SBI, Syndicate Bank, HDFC & Kotak Mahindra Bank offer education loans to needy students on the bank's terms and conditions.

A **Canara Bank** branch is also located on the campus and provides education loans to students of NCU subject to fulfilling eligibility criteria and guidelines as per their education loan scheme.

15. FEE CONCESSION-CUM-SCHOLARSHIP

15.A Scholarship based on National Level Test (NLT) Score

MBA & MBA-BA	
% of Scholarship on Tuition Fee	Eligibility
25%	CAT/XAT/SNAP ≥ 85 GMAT Score 650 and above NMAT Scores 208 and above
10%	CAT/XAT/SNAP $70 \leq$ but < 85 GMAT Scores 625 – 649 NMAT Scores 200 – 207

Notes: Students applying with valid scores will be eligible for fee concession.

Terms & Conditions:

- The scholarship will be reimbursed only after payment of the complete fee during admission for AY 2026-27. The scholarship is admissible semester-wise, based on meeting the criteria, and disbursed once a year during the Fee Concession and Scholarship Distribution ceremony. Students who apply by the due date given in the offer letter will only be eligible for above scholarships.
- Scholarship is not offered for any programme with less than 30 enrolments.
- At any point of time during an academic year, a student can benefit from one scholarship plan only. Students who once avail of any scholarship will not be eligible for any other scholarship.
- The management reserves the right to change the scholarship policy at their discretion.
- The scholarship will be awarded based on the above criteria at the sole discretion of the Admission and Scholarship Committee.
- Continuation of Admission Scholarship is subject to obtaining a CGPA of 8.50 and above on a scale of 10, having no backlog and no case of indiscipline/UMC being recorded against the student.
- Candidates must enrol for the programme by depositing the complete fee by the given due date in the admission Offer Letter. Should a candidate fail to do so, the candidate shall have no claim over the scholarship. The scholarship, thereafter, shall be passed on to the next eligible candidate.
- The Merit & For Means Fee Concession includes Haryana Residents and shall be as per the Standard Operating Procedure of The NorthCap University from time-to-time and available at www.ncuindia.edu.

15.B OTHER ADMISSION SCHOLARSHIPS:

1. Alumni Scholarship:

Postgraduate (PG) Programmes

i. Recognising the value of our university's alumni community, alumni admitted to our postgraduate (PG) programmes (across all schools) receive an additional 10% scholarship on tuition fees for their first year, subject to successfully passing the first semester of the master's degree programme at NCU.

15.C OTHER FINANCIAL ASSISTANCE

a. i). Fee concession for the Wards of University Staff/Employees

25% fee concession on the tuition fee to the university (confirmed/regular) staff/employees' ward(s) admitted under any programme, as per the scholarship terms and conditions of the university.

ii). Fee Concession for the Spouse of University Staff/Employees

25% Fee Concession on Tuition fee to University (confirmed/regular) staff / employees' spouse admitted under any programme, as per the scholarship terms and conditions of the university.

b. i). Fee Concession for the Ward(s) of University Alumni

15% scholarship of the tuition fee for the university alumni's ward(s), in the first-year only. The scholarship is admissible semester-wise, subject to clearing the continuity requirements of the scholarship viz. CGPA of 8.5 and above on a scale of 10, having no backlog and no case of indiscipline being recorded against the student.

ii) Fee Concession for the Spouse of University Alumni

15% Fee Concession on Tuition fee for Spouse of University Alumni admitted to PG & PhD Programmes, in the First Year only. The scholarship is admissible semester wise, subject to clearing the continuity requirements of the scholarship viz. CGPA of 8.5 and above on a scale of 10, having no backlog and no case of indiscipline being recorded against the student.

Terms and Conditions for Alumni Ward(s) Concession:

a) Only up to two children per alumni can avail of this concession.

c. Fee Concession for (Confirmed / Regular) Staff / Employees.

25% Fee Concession on Tuition fee to University (confirmed/regular) staff /employees admitted to the PhD Programme

16. VERIFICATION AND NON-RETENTION OF STUDENTS ACADEMIC AND PERSONAL TESTIMONIALS

16.1 All original academic and personal certificates and testimonials like marksheets, school leaving certificates and other such documents, other than migration certificates shall be returned by the university after their due verification and receipt of the fee. In case a student withdraws before the last date of admission (refer to Clause 10 of this AP -2026), the original migration certificate shall also be returned.

16.2 However, migration from the last institution to The NorthCap University shall be deemed to be complete only after submitting the Migration Certificate. In case a student leaves after the last date of admission for vacant and drop out seats (at any other university) the original migration certificate submitted by the candidate will accordingly be cancelled by stamping across it. Migration certificate shall be issued by the university under its seal in case of migration/withdrawal after the last date of admission and/or completion of the degree subject to fulfilment of all requirements as per rules/regulations of the university.

16.3 The self-attested testimonials of students shall be held valid and authentic for all purposes and administrative requirements, and should there be a need for physical verification at any time during the course of the programme of study, such verification shall be undertaken in the presence of the student and certificates and testimonials thus verified shall be returned immediately to the student.

17. GRIEVANCE REDRESSAL

- 17.1 Grievance/complaints, if any, against any action/decision of the Admissions Committee can be made in writing within 3 days of the decision to the Grievance Redressal Committee, constituted as per UGC (Grievance Redressal) regulation 2012 amended from time to time.
- 17.2 In case there is any ambiguity whatsoever, with respect to this policy, the Vice Chancellor's interpretation/clarification/decision shall be final and binding on all concerned.

18. ORIENTATION PROGRAMME

It is compulsory for all newly admitted students to attend the orientation programme. For details of timings, see the table below:

19. COMMENCEMENT OF ACADEMIC SESSION: July 2026 onwards

Schedule for Orientation Programme (Tentative Dates)	
DATE	
July 2026 onwards	

20. REFUND/CANCELLATION POLICY

Sr.No.	Percentage of Refund of Tuition Fees	Point of time when notice of withdrawal of admission is received by the University.
1	100%	Before last date of admission as specified by UGC
2	NIL	After lapse of last date of refund, as specified by UGC

- The university has a comprehensive and transparent policy regarding Fee Structure, refund, cancellation & withdrawal. The Refund & Cancellation policy is in line with UGC/MoE/AICTE policy on the matter as per UGC Notification dated 12th June 2024 and subsequent notifications & appropriate court rulings.
- The fee for a refund implies the amount applicable for the first semester. Further, the applicable fee shall be the amount indicated in the brochure against the programme. Scholarships, if applicable, are an independent incentive and shall not be considered deductible for the purpose of calculation of refund.
- Candidates who are offered final admission based on declared scores in the application will be required to produce proof of having passed the qualifying examination to the university authorities, during document verification at the time of registration, failing which, such admission will stand withdrawn. It shall be the responsibility of the candidates to bring out variations in the scores/marks recorded in the admission offer letter and actual marks obtained in the qualifying/eligibility examination, before accepting the offer. Any wrong information about marks/scores in the application, which provides an undue advantage, if found even after registration, shall lead to cancellation of admission to the candidate or scholarship, as the case may be.
- If for any reason whatsoever, including insufficient students, the university is unable to run any programme, 100% of Tuition fees and all other charges collected at the time of admission shall be refunded. In such cases, application fees will also be refunded.
- The refund shall be made in the name of the student by crossed account payee cheque only and shall be mailed by registered post to the student within fifteen days from the date of receiving the application. There is no need for the student and/or his/her parent to visit the university in this regard.
- In case a student does not have a bank, account and wishes to have his/her refund cheque in the name of either parent, he/she shall submit a notarised affidavit along with the application for withdrawal (specimen of affidavit available at Form-5)
- Since children/wards of NRIs/International students are admitted on a 'first-come-first-serve' basis and not on the basis of merit of a common entrance test or marks, in case of withdrawal before or after the last date of withdrawal/admission, no fee/fund by whatsoever name called is refundable in their case.

h) How to apply for a refund of fees?

Mail for admission cancellation/refund shall be sent to admissioncancellation@ncuindia.edu with complete details of admission including application number, fee receipt and the reason for refund, before the lapse of the last date of refund as specified by UGC.

21. LAPTOPS

As part of The NorthCap University's commitment to fostering a technology-driven learning environment, all students are required to have their own laptops tailored to the technical requirements of their chosen programme of study. The laptop must be fast, efficient, and reliable to meet the demands of modern educational pedagogy, including advanced software applications and online learning platforms. It is the responsibility of the students to ensure that the software present in their laptop is licensed. NCU will not be held responsible for any type of licensing issue.

22. LIMITED LIABILITY

All admissions made by the Admissions Committee are provisional and subject to confirmation by the Chancellor of the university. If the admission of any candidate is not confirmed by the Chancellor, for any reason whatsoever, the liability of the university will be limited only to the refund of a full fee paid by the candidate and there shall be no further consequent liability on the university and/or any of its employees.

23. MID-COURSE WITHDRAWALS

In the event of a mid-course withdrawal i.e. withdrawals after the last date of admission for vacant and dropout seats, no refund of fee shall be admissible, as the seat so vacated cannot be filled by the university and shall continue to remain vacant for the entire duration of the programme. Being an unaided, self-financed university, in addition to the first-semester tuition fee, the university is entitled to claim the balance year's fee, in view of the Constitution Bench Judgment of the Hon'ble Supreme Court of India in the case titled, "Islamic Academy of Education Vs State of Karnataka" bearing CWP no. 350 of 1993 and related subsequent judgements.

24. JURISDICTION

Disputes, if any, arising out of this university Admission Policy shall be the subject matter exclusively of courts in Gurugram only.

25. ADMISSION HOTLINE

Queries, if any, regarding the admissions process and/or any aspect thereof may please be addressed to:

Hotline No.	9311300802
Email	ncusobadmissions@ncuindia.edu
Website	https://schoolofbusiness.ncuindia.edu/

Registrar
The NorthCap University,
Gurugram

Application No.: MBA/2026/00141

Date: 08/05/2025

Provisional Admission Offer-Letter

Dear _____

Congratulations!

On behalf of the Admission Selection Committee, we are delighted to inform you that you have been selected for admission into the Master of Business Administration (MBA) programme at The NorthCap University School of Business (NCU-SOB) for the academic session 2026-27.

Admission to our MBA programme is highly competitive due to our rigorous selection criteria, the large number of talented applicants, and our commitment to maintaining a limited class size. Your selection reflects your notable achievements, both academic and non-academic, and we are confident you will thrive in our programme.

Attached to this letter, you will find detailed information about your admission, including a brochure that provide insights into the school and its programmes. To accept this offer, please complete the attached response form and return it to the Admissions Office within 5 days of receiving the offer letter.

Should you have any questions or require assistance, feel free to contact our Admissions Office at ncusobadmissions@ncuindia.edu or +91 9311300802

Once again, congratulations on this significant accomplishment. We look forward to welcoming you to NCU-SOB and supporting you on your journey toward academic excellence and personal growth.

Please note that this provisional offer is subject to the conditions as annexed to this letter.

Best wishes,

The NorthCap University

****Conditions of the Provisional Offer**

1. All mark sheets & documents of qualifying & entrance examination must be submitted on the date of registration.
2. The registration form must be complete in all respects which includes personal and educational details, declarations and undertakings.
3. Students completing graduation in 2026 may submit their final semester marksheets and degree certificate by 31st October 2026 or before the due date declared by AICTE for verification and confirmation of admission.
4. The NCU SOB Admission Team shall have the right to cancel the admission in case the documents submitted or details submitted are incomplete or falsified by the candidate.

Enclosures:

Annexure 1: Fee Structure and Payment Schedule

Annexure 2: Documents for Registration Annexure

Annexure 3: Acceptance Letter

Annexure 4: General Instructions/Guidelines

Annexure 1: Fee Structure and Payment Schedule Fee Structure and Payment Schedule MBA 2026-27

Programme Name	Annual Tuition	Annual Development	1st Semester Fee (INR)	One Time Other Fee (INR)	Fee at the time of admission (INR)
MBA	371200	92800	232000	12580	244580

Note: As per university policy there will be a 3% increment in the tuition fees every year.

* Caution Deposit (Rs.Ten Thousand Only) is refundable on completion of the program

You may directly transfer the amount in the below bank account of The NorthCap University through NEFT/RTGS or pay physically at the NCU campus by Cheque/DD (Subject to successfully obtaining a fee deposit slip from NCU SOB Admission Department).

Account Name: THE NORTHCAP UNIVERSITY
Account No.: 8246966739
Bank Name: Kotak Mahindra Bank
Bank's Address: KG MARG, New Delhi
IFSC Code: KKBK0000172

Annexure 2: Documents for Registration

Candidates admitted and enrolled into the MBA Program shall be required to produce the following documents, in original, along with one self-attested copy, on the date of registration.

- Marksheet and High School Certificate (10th) or equivalent
- Marksheet and High School Certificate equivalent (10+2 or equivalent including IBDP, ICSE scores sheet, etc.)
- Marksheet and Graduation Certificate equivalent (Graduation or equivalent including degree, scores sheet, etc.)
- Scorecard of CAT, XAT, GMAT, NMAT valid for admission in 2026
- Three copies of recent passport size color photographs.

In case the original documents of the qualifying examination i.e., marksheet of Graduation have not been received from the college/University or non-availability of any other document, the candidate shall be required to submit an application explaining the delay along with the timelines by when the same shall be available. The timelines, however, cannot exceed 31st October 2026 or the due date declared by AICTE for uploading of student data on the AICTE Portal. (Please refer to the website for any changes in the date)

Annexure 3: Acceptance Letter

To

The Admissions Office, NCU School of Business, Sector 23-A, Huda Gurugram 122017

Dear Sir/Maam,

I, _____

Application Number _____

hereby **ACCEPT** the offer for admissions into the two-year full time MBA Program offered by NCU School of Business, Gurgaon, for the academic year beginning July 2026.

I have remitted the booking deposit of Rs. 1,00,000 /- by Cheque/DD/ NEFT/RTGS as per details attached herewith.

Name of the Applicant:

Application Number:

Mode of Payment (Cheque/DD/ NEFT/RTGS):

Cheque / DD No:

Online UTR No:

Name of Bank:

Signature:

Date:

Annexure 4: General Instructions/Guidelines

The medium of instruction and communication in the University is English. Wi-fi internet connectivity is for academic purposes only. Students should carry their own laptop to class. The campus features three F&B outlets offering wholesome lunch and refreshments. Sports and extracurricular facilities are available for students on campus.

The library with digital books and journals and online material shall be kept open for students to avail the facility. Most of the study material / notes shall be made available to the students over the Intranet. Reference books shall also be available and may be drawn by the students as per the rules of the library.

Ragging is prohibited in the campus as per the decision of the Hon'ble Supreme Court of India in Writ Petition No. (C) 656/1998. Strict anti-ragging measures have been instituted to ensure that the campus is free from any such incidents. Anyone found indulging in ragging will be punished appropriately, which may include expulsion from the University.

All students enrolled into the NCU-School of Business MBA Program shall abide by all the conditions, rules, regulations, and standing orders issued by the school from time to time. Non- observance of any of these conditions or violation of any of the rules, regulations, orders, etc., and submission of false or incomplete information shall lead to disciplinary action by the NCU-School of Business which can include cancellation of admission or expulsion from the school subsequent to admission.

- Dress Code:

All students are advised to be appropriately attired formals or business casuals, while on campus. Clothes and accessories (headgear to footwear) should be professional and decent. Too casual, or revealing attires or attires inviting unnecessary attention / distraction are strictly prohibited.

- Fee Refund Policy:

The last date for withdrawal of admission for the purpose of refund of fee shall be as per the last date mentioned in the AICTE Academic Calendar. If a candidate withdraws from the Programme before the start date of the Programme / semester at NCU-SOB, the entire fee collected from the student, after deducting a processing fee of Rs.1000/- (Rupees One Thousand only) shall be refunded to the candidate

If a candidate withdraws from the Programme after the start date of the Programme / semester at NCU- SOB, and if the vacated seat is subsequently filled by another candidate before the last date of admission (as declared by AICTE) again, the entire fee collected from the student, deducting a processing fee of Rs.1000/- (Rupees One Thousand only) and proportionate semester fee, shall be refunded to the candidate.

If a candidate withdraws from the Programme after the start date of the Programme / semester at NCU- SOB, and if the vacated seat is not filled by another candidate, NCU-SOB shall be liable to refund only the caution deposit of Rs. 10,000/- (Rupees Ten Thousand Only) to the candidate.

FOR ALL PROGRAMMES
**DECLARATION-
CUM-UNDERTAKING**



SCHOOL OF BUSINESS

STUDENT & PARENTS UNDERTAKING

I have read and understood that The NorthCap University, Gurugram has been established by the Haryana State Legislature under The Haryana Private Universities (Third amendment) Act, 2009 and The NorthCap University is a Private Self Financed University recognized by UGC and has the right to confer degrees under Section 22(I) of the UGC Act, 1956. The NorthCap University has been included by UGC in their select list of approved Universities and also by the Bar Council of India for its Law courses. This list of recognized Universities can be obtained from the UGC website www.ugc.ac.in

I have clearly understood that the functions of Admission, Course Design, Curriculum Structures, Teaching Methodologies, Examinations/ Evaluation System (Internal and External) and all other issues related thereto including but not limited to the credit/ grading system, promotion system etc. shall be performed entirely by the university in accordance with the guidelines prescribed in the Statute/ordinances as approved by The NorthCap University from time to time.

I hereby agree and undertake that if admitted, my child /ward shall abide by all the rules and regulations of The NorthCap University from time to time including but not limited to attendance, course work, examinations, evaluation all academic and administrative issue, matters of discipline, timely payment of fee etc. I understand that my admission to The NorthCap University if at all, is provisional and subject to confirmation by Chancellor.

My ward shall abide by the 'Code of Conduct' of the university [Document No. NCU/DISC/COC-S/2024 - Ver 1] at all times, and in case my ward is found violating the code of conduct, necessary action as per the rules and regulations of the university can be taken against him/her.

I hereby affirm that the information furnished in the Application Form is true and no material information has been concealed. If any information is found to be false, incorrect or misleading, The NorthCap University shall have the authority to cancel my candidature/admission without any further enquiry or notice. Under the circumstances, all fee paid for whatsoever purpose shall stand fully forfeited.

I hereby certify that I have no criminal antecedents and have not been involved in any kind of criminal / unlawful activity and no criminal, or any unlawful activity case is pending against me anywhere in India, or outside India.

I understand and agree that Ragging, Smoking and Consuming Liquor within the premises of the University and/or its hostels is illegal and strictly prohibited. I understand that the University has a ZERO Tolerance policy for indulging in any such act and that, if I am found engaging in any such act(s) or any other unlawful act(s) directly or indirectly, besides Police/Legal Action against me, I shall be expelled from the University. In such an event my fee shall also be forfeited.

I also affirm that I have read in detail the University Admission Brochure of The NorthCap University including its fee structure and the refund and cancellation policy before submitting this application and agree to unconditionally abide by the same.

I have clearly understood that if I withdraw my admission, after the last date of withdrawal, but before the last date of admission, the fee deposited by me, can only be refunded in case the seat/programme so vacated by me is filled up as per the University Admission Brochure before the last date of admission.

I have clearly understood the refund and cancellation policy of the University and the financial impact of a mid-course withdrawal on an unaided self financed University like NCU. Therefore, in the event my child/ward withdraws his/her admission after the last date of admission clearly specified in the University Admission Procedure or mid-course before the completion of the course, I agree to pay the balance years fee since the seat cannot be filled by the University mid-course and shall therefore remain vacant.

Being an unaided self financed University, I am aware that the University is entitled to claim the said amounts in view of the Constitution Bench judgment of the Hon'ble Supreme Court of India in the case titled "Islamic Academy of Education vs. State of Karnataka" bearing CWP No. 350 of 1993 as I am neither submitting a bond / bank guarantee. This declaration is in lieu of bond/ bank guarantee as required by the said Supreme Court ruling.

I undertake to pay the university the fee as stated herein above on the basis of a written demand made by the university at my aforesaid address and the same shall be a conclusive proof of the seat and programme remaining unfilled at the university after the withdrawal of admission by my child.

That the demand for the balance year's fee by the university shall be final and acceptable to me and I undertake not to object/ express surprise on the same and undertake to pay the same within the period stated in the demand letter. In case I fail to do so, besides withholding my no dues clearance/ Migration, the University shall be entitled to take legal recourse to recover the same at my risk and peril as to costs and consequences.

That the contents of this undertaking have been read over and explained to me in vernacular and I am executing the same after understanding the contents thereof. Should any of the above information be found to be false at a later date, I understand that besides Police/ Legal Action against me, the university can take disciplinary action against me, which could also include expulsion from the university.

* Its parents & applicants' responsibility to update the mobile & email in case of there is a change in this information.

MOBILE: _____

SIGNATURE OF PARENT/GUARDIAN

EMAIL: _____

DATE _____ PLACE _____

SIGNATURE OF APPLICANT

DATE _____ PLACE _____



**SCHOOL OF
BUSINESS**

FOR ALL PROGRAMMES

HARYANA RESIDENT CERTIFICATE (For Bona fide Residents of Haryana only)

Certified that Sh/Km _____ son/daughter of
Sh/Smt _____

R/o _____

_____ (complete address) since _____ and applicant for admission to

_____ Course at The NorthCap
University Gurugram, Haryana, is a Bona fide resident of Haryana State in terms of Chief Secretary, Haryana letter No. 62/17/95
- 6GSI dated 3.10.96, letter No. 62/32/2000 - 6GSI dated 23.05.2003, letter No. 62/27/2003/6 GSI dated 29.7.2003, letter no.
22/28/2003 - 3GS - III dated 30.1.2004.

No. _____

(Signature of the attesting authority)

Date _____

Name _____

Place _____

Designation _____
(with legible office seal)

NOTE:

- i) The competent authorities to issue Haryana Resident Certificate will be as per State Govt. letter No. 22/28/2003 - 3 GS - III dated 30.01.2004.
- ii) The candidates who have passed their qualifying examinations from the Universities / Board / Institutes located in Haryana, are not required to produce Certificate of Haryana Resident.
- iii) The certificate must have been issued on or after 31.01.2005.



**SCHOOL OF
BUSINESS**

FOR ALL PROGRAMMES

HARYANA SCHEDULED CASTE CERTIFICATE

Certified that Sh/Km _____ son/daughter
of Sh/Smt _____ R/o _____

_____ (complete address) belongs to _____ caste which has
been notified as Scheduled Caste by the Haryana Government.

This certificate is being issued to him/her according to the Haryana Govt. Circular Letter No. 333(I) - 97, dated 25-2-97, No. 22/28/2003 - 3 GS - III dated 30.01.2004 and letter dated 21-6-2004.

No. _____

(Signature of the attesting authority)

Date _____

Name _____

Place _____

Designation _____
(with legible office seal)

FOR ALL PROGRAMMES

ANTI-RAGGING

SELF DECLARATION BY THE STUDENT

1. I, _____ (full name of student with admission registration/enrolment number) S/o, D/o Mr./Mrs./Ms. _____ having been admitted to The NorthCap University, Gurugram have received a copy of the UGC Regulations on Curbing the Menace of Ragging in Higher Education Institutions, 2009, (hereinafter called the "Regulations") carefully read and fully understood the provisions contained in the said Regulations.
2. I have, in particular, perused clause 3 of the Regulations and am aware as to what constitutes ragging.
3. I have also, in particular, perused clause 7 and clause 9.1 of the Regulations and am fully aware of the penal and administrative action that is liable to be taken against me in case I am found guilty of or abetting ragging, actively or passively, or being part of a conspiracy to promote ragging.
4. I hereby solemnly aver and undertake that:
 - a. I will not indulge in any behaviour or act that may be constituted as ragging under clause 3 of the Regulations.
 - b. I will not participate in or abet or propagate through any act of commission or omission that may be constituted as ragging under clause 3 of the Regulations.
5. I hereby affirm that, if found guilty of ragging, I am liable for punishment according to the clause 9.1 of the Regulations, without prejudice to any other criminal action that may be taken against me under any penal law or any law for the time being in force.
6. I hereby declare that I have not been expelled or debarred from admission in any institution in the country on account of being found guilty of, abetting or being part of a conspiracy to promote, ragging: and further affirm that, in case the declaration is found to be untrue, I am aware that my admission is liable to be cancelled.

Declare this _____ day of _____ month of _____ year.

Signature of Student

Name: _____

Address: _____

Telephone/Mobile No. _____

Email ID: _____

FOR ALL PROGRAMMES

ANTI-RAGGING

SELF-DECLARATION BY PARENT/GUARDIAN

1. I _____
(full name of parent/guardian) father/mother/guardian of _____ (full name of student with University Roll Number), having been admitted to The NorthCap University, Gurugram, have received a copy of the UGC Regulations on Curbing the Menace of Ragging in Higher Education Institutions, 2009, (hereinafter called the "Regulations") carefully read and fully understood the provisions contained in the said Regulations.
2. I have, in particular, perused clause 3 of the Regulations and am aware as to what constitutes ragging.
3. I have also, in particular, perused clause 7 and clause 9.1 of the Regulations and am fully aware of the penal and administrative action that is liable to be taken against my ward in case he/she is found guilty of or abetting ragging, actively or passively, or being part of a conspiracy to promote ragging.
4. I hereby solemnly aver and undertake that:
 - a. My ward will not indulge in any behaviour or act that may be constituted as ragging under clause 3 of the Regulations.
 - b. My ward will not participate in or abet or propagate through any act of commission or omission that may be constituted as ragging under clause 3 of the Regulations.
5. I hereby affirm that, if found guilty of ragging, my ward is liable for punishment according to the clause 9.1 of the Regulations, without prejudice to any other criminal action that may be taken against my ward under any penal law or any law for the time being in force.
6. I hereby declare that my ward has not been expelled or debarred from admission in any institution in the country on account of being found guilty of, abetting or being part of a conspiracy to promote, ragging; and further affirm that, in case the declaration is found to be untrue, the admission of my ward is liable to be cancelled.

Declare this _____ day of _____ month of _____ year.

Signature of Parent/Guardian

Name: _____

Address: _____

Telephone/Mobile No. _____

Email ID: _____



SCHOOL OF BUSINESS

FOR ALL PROGRAMMES

AFFIDAVIT

(Only for authorising parent in lieu of student to receive refund after withdrawal of admission)

(To be executed only on leaving, by the student, on a stamp paper of 50 duly attested by a First-Class Magistrate or Notary Public)

I, _____, D/O, S/O _____ aged about _____ years

R/O _____, do here by solemnly affirm and declare as under:

1. That the deponent had appeared in the 10+2 having Roll No. _____ and got admission at The NorthCap University in (Name of Course) _____ course.
2. That the deponent has withdrawn his/her admission from the university and as per the refund policy of the university, I am entitled to the refund of fees after deducting _____, since the admission was withdrawn before the last date of withdrawal. Since I do not have a bank A/c, therefore the cheque towards refund of fees may be issued in the name of my father/mother, Mr./Mrs.
3. I accept and acknowledge that neither I nor my parents shall have any right or claim subsisting against The NorthCap University, its management or its employees after the refund of fees in name of my father/mother instead of my name from the university.
4. I state that I have read over and understood the rules of the university and have executed an undertaking/declaration on my own free will and consent and without any force, fraud and coercion. Similarly, my parents have also executed an undertaking which is also acceptable to me.

DEPONENT

VERIFICATION:

Verified this _____ day of _____ month of _____ year that the contents of paras 1 to 4 of the above affidavit are true and correct to my knowledge and no part of it is false and nothing has been concealed there from.

DEPONENT



SCHOOL OF BUSINESS

BY HAND

_____ 2026

THE VICE CHANCELLOR,
THE NORTHCAP UNIVERSITY
SECTOR-23A, GURUGRAM

NRI CERTIFICATE

Dear Sir,

Further to my application dated _____ received by you vide your receipt no. _____

Mr./Ms. _____ resident of _____

_____ Enclose here with non-refundable Cash/Draft/Cheque No _____ dated _____ drawn on _____

amounting to Rs. _____ /- towards the first years Annual Fee to secure the admission of my child/ward

Mr./Ms. _____ in the course/discipline/ programme.

Since I am securing my admission on 'first-come-first-served' basis, I understand and agree that this fee deposited by me is non-refundable under any circumstances whatsoever and change of branch/discipline/programme is also not possible under any circumstance's hereafter.

I also understand and appreciate that no mid-course admissions can be made by the University to fill a dropout seat. Under the circumstances, I unambiguously agree that, since I am not furnishing a bank guarantee/bond for the balance year's fees, in case my child/ward withdraws his/her admission mid- course i.e. before the completion of the degree, I shall have to pay the balance years fee to the university since the seat shall remain vacant as per the decision of the Hon'ble Supreme Court of India.

I am aware that having taken a seat under NRI category on 'first-come-first-served' basis, I cannot apply for a seat in the Resident Indian category for my son/daughter/ward and the latter shall automatically stand cancelled, if applied. Lastly, I am also aware that I can withdraw or cancel my wards NRI seat only after paying the balance years fees.

Yours faithfully,

NAME OF NRI WITH SIGNATURE



SCHOOL OF BUSINESS

BY HAND

_____ 2026

THE VICE CHANCELLOR,
THE NORTHCAP UNIVERSITY
SECTOR-23A, GURUGRAM

NRI STUDENT CERTIFICATE

Dear Sir,

I Mr./Ms. _____ hereby confirm that I am seeking and accepting admission at

The NorthCap University under the category as the child/ward of Mr./Ms. _____ who is a

Non-Resident Indian in the course/discipline/programme_____.

I hereby declare that, as per the rules, my full fee shall be paid by him/her for all years of the degree annually in advance each year. I understand and agree that my admission and continuation thereof shall be automatically cancelled if I fail to deposit the annual fee on time to the university for any reason what ever and/or if I fail to comply with any other rules and regulations of the University from time-to-time.

I am aware that having taken a seat under NRI category on 'first-come-first-served' basis, I cannot apply for a seat in the Resident Indian category and the latter shall automatically stand cancelled, if applied. I am also aware that the course/ discipline cannot be changed by me hereafter under any circumstances. Lastly, I am also aware that I can withdraw or cancel my NRI seat only after paying the balance year's fees.

NAME OF NRI WITH SIGNATURE



BY HAND

_____ 2026

THE VICE CHANCELLOR,
THE NORTHCAP UNIVERSITY
SECTOR-23A, GURUGRAM

PARENT CERTIFICATE

Dear Sir,

I Mr./Ms. _____ father/mother of Mr./Ms. _____ hereby confirm that I have

appointed Mr./Ms. _____ who is a Non-Resident Indian as the guardian/sponsor of my son/daughter

Mr./Ms. _____ .

Mr./Ms. _____ shall be paying the annual fee of my son/daughter for all years. I understand and agree that the admission of my son/daughter shall be automatically cancelled in the event his/her aforesaid appointed guardian / sponsor fails to deposit the full fee on time to the University as may be applicable.

Also, I agree that since I nor the guardian /sponsor is furnishing a bank guarantee/bond for the balance year's fees as per decision of the hon'ble supreme court of india, in case my child/ward withdraws his/her admission before the completion of the degree, his/her appointed guardian /sponsor shall have to pay the balance years fees to the University since the seat shall remain vacant. In the event he/she does not, I shall be liable to pay the same.

I am aware that having taken a seat under NRI category on 'first-come-first-served' basis, I cannot apply for a seat in the Resident Indian category for my son/daughter/ward and the latter shall automatically stand cancelled, if applied. Lastly, I am also aware that I can withdraw or cancel my child/wards NRI/international students' seat only after paying the balance year's fees.

Yours faithfully,

NAME OF FATHER / MOTHER OF THE STUDENT
(WITH SIGNATURE)

PARENT EMAIL ID:

PARENT MOBILE NO:



Formerly ITM University, Gurugram

HUDA Sector-23A, Gurugram 122017, India
Tel: +91 124 2365811 to 13, Fax: +91 124 2367488
Email: ncu@ncuindia.edu,
Web: <https://schoolofbusiness.ncuindia.edu/>

©The NorthCap University. All Rights Reserved