MANAGEMENT PROGRAMME FOR FAMILY BUSINESS

Programme Year: 2014-15
“Family business is at the heart of Indian economy and society; it needs to be nurtured and preserved. At the ISB, we contribute to this process in multiple ways.”

Prof. Kavil Ramachandran
Thomas Schmidheiny Chair Professor of Family Business and Wealth Management, ISB

“The ISB is the family business thought leader in Asia. They have touched many many families and have done research that is so very distinctly relevant to families in India.”

Prof. John Ward
Kellogg School of Management

“The ISB is doing excellent work in the field of family business management. Family business is at the core of India’s tremendous economic success. Studying issues that affect family business and training members of business families well, will add tremendously to the future of India’s economic growth.”

Adi Godrej
Godrej Group
ABOUT ISB

The Indian School of Business (ISB) was established in 2001 with an aspiration to put India on the global map of management education. Over the years, the School has successfully pioneered several new trends in management education in India, and firmly established itself as a world-class management institution.
The School has over 5200 Alumni spread across 25+ countries around the world, making an impact on business and society. The ISB today has a strong pool of research-oriented resident faculty and invites high-calibre international faculty from reputed B-schools to teach in its Post Graduate Programme in Management (PGP), Post Graduate Programme in Management for Senior Executives (PGPMAX), Management Programme for Family Business (MFAB) and Executive Education Programmes. The School introduced its doctoral-level Fellow Programme in Management (FPM) in 2011. Research has always been an area of focus for the School, making the ISB perhaps the most productive Indian institution in management research. The School also has Centres of Excellence in various areas, serving as a bridge between academia and industry. Since April 2012, the ISB has started operating from a new location - Mohali - in addition to the existing campus at Hyderabad. The new campus in Mohali, apart from offering the Post Graduate and Executive Education programmes, has Institutes for promoting research and education in areas critical to India’s development viz. Healthcare Management, Public Policy, Physical Infrastructure Management and Manufacturing Excellence & Innovation.

The School’s vision is to be an internationally top-ranked, research-driven, independent management institution that grooms future leaders for India and the world.
GLOBALLY RANKED
In 2008, the ISB became the youngest institution to be ranked among the Top 20, in the Global MBA Rankings released by the Financial Times, London, and since then has been ranked consistently among the top B-schools globally.
AACSB ACCREDITATION

The ISB is accredited by the Association to Advance Collegiate Schools of Business (AACSB), and is the first business school in South Asia to be recognised by this premier global body. This acknowledgement by the oldest and longest serving global accrediting body for business schools puts the ISB in an exclusive league of the world’s best business schools.

Achieving AACSB accreditation involves a process of rigorous internal review, evaluation, and adjustment. It necessitates meeting AACSB’s exacting standards for a high-quality teaching environment, a commitment to continuous improvement, and curricula responsive to the needs of businesses.

The AACSB accreditation has been earned by less than 5% of the world’s business schools. The accreditation reflects the ISB’s position as a pivotal player which will shape tomorrow’s global management education landscape.

To learn more about the AACSB, please visit www.aacsb.edu/AACSB-Accredited
Since its inception in 2001, the ISB has been at the forefront of research and education in the area of family business. Luminaries like Professor John Ward have consistently visited the ISB to teach in this area. Professor Kavil Ramachandran from ISB has been actively involved in research, knowledge creation, consulting and
The ISB conducts various conferences, outreach programmes and workshops focusing on family business. The Asian Invitational Conference on Family Business is held annually and is a great platform for sharing experiences and exchange insights on topics related to family business. The conference is supported and attended by academia from around the globe, family business owners, professionals, researchers, family business advisors and policy makers. Awareness workshops including lecture series are held in collaboration with family business leaders.

The School offers a full credit elective course on “Strategy, Leadership and Resource Management in Family Business” to students from family business background in the full time Post Graduate Programme (PGP).

The ISB has been successfully conducting several executive education programmes in this area for over a decade with active help, support and teaching by internationally renowned experts in the area of family business management. The 3-day programme “Family Business: Managing Growth & Transformation” is being offered for the past 7 years. The programme caters to multiple generations in family business and has a strong alumni network of over 200 individuals belonging to family businesses.
Business families have played an important role in the economy of the world. In most countries, family run businesses constitute a large percentage of the total business. Family-managed businesses (FMBs) are the backbone of the market economy, creating between 70

**VITAL PILLARS**

Business families have played an important role in the economy of the world. In most countries, family run businesses constitute a large percentage of the total business. Family-managed businesses (FMBs) are the backbone of the market economy, creating between 70
percent and 90 percent of global GDP per year according to some estimates. The growth of family business is not only in the best interest of the families but also in the interest of the entire nation in which they operate. No economy can survive without the contribution of family-controlled organisations.

Most private sector firms in Asia, including India, are often family-owned and managed. Family business in India contributes quite significantly to the country’s economy. With two out of every three listed companies in India being family-controlled, India has the highest percentage of family businesses in Asia, making up almost 67 percent of the listed companies. Accounting for close to 50 percent ($500 billion) of the total market capitalisation, family-controlled businesses in India deliver impressive investor returns and have been crucial sources of wealth and job creation.

FMBs benefit from advantages like lineage, loyalty, values and the experience of the previous generations. Successful family-managed businesses carry out ponderous wealth creation over the years. In the past, family business was perceived to be orthodox, unprofessional and unstable. But today, there is substantial evidence to confirm that these establishments can be well-governed and run professionally over several generations, creating wealth not just for the business, but for the society at large. This, however, is not automatic. In order to grow and prosper across generations, it is important for families to understand the concepts and processes involved in transforming the building blocks of their businesses.
**UNIQUE CHALLENGES**

Family-owned companies around the globe face unique challenges as they navigate today’s highly competitive business environment, including developing the next generation and managing succession, governance, generational struggles around business strategy, building family
professionals, and preserving culture and values from one generation to the next.

The growth of family-managed businesses is increasingly impacted by factors like corporatisation, transparency and competence. Thus, a proper understanding of how the family interacts with the business as well as well-established governance and communication structures is essential to take family business forward.

Importantly, as the business grows, the complexity and challenges of business operations grow in a greater proportion. The fast-disappearing global boundaries are bringing new competitors into the market every single day.

As the business size and complexity increase, the skill of owners should also increase to cope with and overcome these challenges. This complexity has also led to more responsibility being shared by the younger generation in these families and more decisions being taken by them. It is therefore imperative that this young generation be aware of the strengths and weaknesses of family controlled business vis-a-vis widely held organisations, and combine it with skills gained from modern management thought to gain a competitive edge in the marketplace.

The growth in the family-run businesses is forcing a move towards adopting a professional approach to managing the businesses by defining clear roles and responsibilities for all family members and hiring professional managers. Unlike in the past, family hierarchy is not the only criterion for assigning business responsibilities; personal capabilities and skills are playing an increasingly important role in determining assignments. In a positive move towards good corporate governance, progressive family firms are also ascertaining the accountability of family members who are part of the business.

Thus, it is important for the young generation in the business families to equip themselves with this understanding by undergoing a world-class management programme and leveraging the synergies obtained by this new knowledge and family wisdom to evolve an even stronger long-term vision and strategy for their businesses.
ISB’s Management Programme for Family Business (MFAB) is a comprehensive general management programme designed to help young business scions to take their family business to the next level. In addition to courses drawn from a standard MBA programme, its curriculum focuses on integrating all business...
management functions with special emphasis on issues that are relevant to family business. Like other world-class management programmes at the ISB, this programme gives you diverse learning opportunities through interactions with global faculty, international exposure, industry interventions, experiential learning and more.

The programme format allows participants to continue to contribute to the success of their business. It helps participants understand their business better, prepares them to sustain it through phases of transition and to grow it in an environment of increased competition.

The aims of the programme are to equip these young business scions to:

- Appreciate the value of family business
- Help the family business to maintain the current success
- Help realise the growth aspirations of the business by providing modern management tools
- Aid in furthering the professionalisation

The programme is designed for members of family businesses who intend to manage their business and for individuals who aspire to work in family business. The desire to make significant contributions to continued success of the business and a thorough understanding of their business are mandatory. The participants should have developed this understanding while working full-time or part-time in their business. Therefore, while there is no mandatory full-time work experience required, MFAB prefers four years of involvement in the business management.
Top-notch Faculty

FAMILY BUSINESS FORWARD
WITH GREAT LEARNING

LEARN FROM THE BEST
Senior faculty from the ISB, industry leaders, and experienced faculty from other global schools provide the latest in management education, often basing classes on their own recent research. They offer a unique combination of research-based rigour and relevant real world applications.
that is tailored for family business leaders. As a result, participants take what they learn in each module back to their business and apply it immediately.

More than 50 resident faculty and over a 100 visiting faculty from some of the leading B-schools of the world such as Kellogg, London Business School and Wharton amongst others teach at the ISB.

Each faculty member holds a doctorate and is actively involved in research. It is through their experiences and insights that the curriculum is always kept up-to-date. With the School gaining international recognition, many research scholars from around the world visit the ISB on long-term sabbaticals.

CLASSROOM BASED
Classroom learning is at the heart of MFAB and is an important component of the learning experience. MFAB participants have the exhilarating opportunity to be in the classroom among family-managed business peers, where they share the challenge of learning new methods and means for managing the business of doing business. The face-to-face delivery ensures optimal learning, where participants get the benefit of the experiences of their peers and instructors. This forms a deeper bonding and stronger network. Classes will be held at the ISB’s Hyderabad and Mohali campus for 7 days, every 6th week.

EXCELLENT PEER GROUP
The class will comprise an extraordinary and diverse mix of participants who are passionate about exchanging ideas, thereby leading to a very interactive learning setting. The rich and diverse experiences of the participants make the learning experience even more exciting.

Networking with peers, who are from varied academic and industry backgrounds, provides the participants with insights into business practices different from their own.
Anand Nandkumar  
Assistant Professor, Strategy  
Indian School of Business  
Ph.D, Carnegie Mellon University

Dishan Kamdar  
Senior Associate Dean (Academic Programmes) and Associate Professor of Management  
Indian School of Business  
Ph.D, National University of Singapore

John Ward  
Clinical Professor of Family Enterprise  
Co-Director, Kellogg Center for Family Enterprises  
Ph.D, Stanford Graduate School of Business
An illustrative list of programme faculty

**Kavil Ramachandran**  
Thomas Schmidheiny Chair Professor of Family Business and Wealth Management; Clinical Professor  
Area: Entrepreneurship, Indian School of Business  
Ph.D, Cranfield, UK

**Pramodita Sharma**  
Sanders Professor for Family Business  
University of Vermont  
Ph.D, University of Calgary, Alberta

**Somnath Das**  
Professor and Head, Department of Accounting  
University of Illinois at Chicago  
Ph.D, Carnegie Mellon University

**Sri Sridharan**  
John L and Helen Kellogg Distinguished Professor of Accounting Information and Management  
Kellogg School of Management  
Northwestern University  
Ph.D, University of Pittsburgh

**Raveendra Chittoor**  
Assistant Professor  
Area: Strategy, Indian School of Business  
Fellow, Strategic Management, IIM Calcutta

**Rishtee Batra**  
Assistant Professor, Marketing  
Indian School of Business  
Ph.D, Marketing, Boston University School of Management

**Siddharth Singh**  
Associate Professor, Marketing  
Indian School of Business  
Ph.D Marketing, J. L Kellogg School of Management

**Sudhakar D Deshmukh**  
Charles E. Marrison Professor of Decision Sciences  
Kellogg School of Management  
Northwestern University  
Ph.D, University of California Berkeley

**Sunil Chopra**  
IBM Distinguished Professor of Operations Management; Senior Associate Dean  
Kellogg School of Management, Northwestern University  
Ph.D, State University of New York at Stony Brook

**Tarun Jain**  
Assistant Professor, Economics and Public Policy  
Indian School of Business  
Ph.D, Economics, University of Virginia

**Suren Mansinghka**  
Adjunct Professor  
University of California, Irvine  
Ph.D, University of California, Los Angeles

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*An illustrative list of programme faculty*
Increasing globalisation calls for enhanced global awareness and building business and cultural sensitivities. The MFAB programme includes international immersion components, involving one or more of various interventions like cultural visits, country experience, classroom teaching by prominent faculty from...
leading schools, industry visits and interaction with government officials and top management of leading companies. These international immersions may take place in Europe, Asia, Africa and the USA including teaching at the world-renowned Kellogg School of Management. Locations for international immersion may change and will be informed to the participant at the start of the programme.

STUDY AT KELLOGG SCHOOL OF MANAGEMENT

In the first international immersion, which is mandatory, students will study for one week at the world-renowned Kellogg School of Management in the Evanston (Chicago) campus. Kellogg is an ideal choice for this segment since it hosts the famous Family Business Centre, is a leading business school in the world and is one of the founding associate schools of the ISB.

EXPERIENCE FAMILY BUSINESSES IN EUROPE

On the way back from Kellogg, students may opt for a short Europe experience. This segment will be optional and on payment of additional charges. The experience is likely to include interaction with some business families, visits to family-owned and managed companies and visits to historical and cultural sites.

EXPLORE NEW MARKETS IN AFRICA

A trip to Africa will form the third international immersion segment. This is also optional and available on payment of extra charges. Africa is the next big growth opportunity. Explore these opportunities through interventions such as interacting with government officials, understanding government policies to attract foreign investment as well as visiting and meeting officials from foreign companies operating in African countries. Field visits to see interior areas will help participants familiarise themselves with the infrastructure as well as the history and culture of the area.

EXPERIENCE GROWTH IN CHINA

The fourth international immersion segment will take place in China for a period of seven days. This visit is also optional and on payment of extra charges. This will expose the students to the highly competitive industry in China. Students will have an opportunity to look at the country as their future partner or as their competition. This segment will have interventions such as company and market visits.

Note: The ISB reserves the right to change the location/school due to unforeseen circumstances.
The participants in the programme will be a part of the strong ISB alumni network and will be able to leverage this network to their advantage. The first batch of students from the ISB graduated in the year 2002. Since then we have built our alumni network, which now has around 5200 alumni, spread across 25...
countries. The ISB alumni participate in student orientation programmes and information sessions, and also partake in mentoring sessions. There is a strong network between the ISB alumni and the current batch of students. The School believes that a student’s relationship with the ISB does not end upon completion of the programme. Graduation simply marks the beginning of a lifetime relationship with the School.

**NETWORKING OPPORTUNITIES**

The alumni association has seven chapters within the country, in Delhi, Kolkata, Hyderabad, Bengaluru, Pune, Chennai and Mumbai and four outside the country. These associations organise meets at regular intervals. With a representation across a spectrum of sectors such as consulting, finance, real estate, media, manufacturing, IT and IT enabled services, telecom, automobile, oil/energy, pharma among others, the alumni association proves to be a repository of industry knowledge, and contacts that can benefit you lifelong.

The alumni network is an important channel for graduates of the ISB to retain and expand their social and business networks.

**LIFELONG LEARNING SERVICES**

Course audits: As a part of lifelong learning services, alumni are given opportunities to audit MFAB courses.

Invitations to conferences and seminars: The School also provides numerous opportunities to alumni to participate in conferences and seminars, covering a wide range of subjects like finance, marketing, IT etc.

Workshops in person: A number of workshops are also conducted in various chapters covering topics like: leadership, negotiation analysis and networking. These workshops are conducted by renowned speakers and faculty members.

**LEARNING RESOURCE CENTRE (LRC)**

Alumni are allowed access to LRC services for academic and personal use. They are provided with borrowing facility and photocopying/printing services.

**DATABASE ACCESS**

The School currently provides access to Hoovers database as part of lifelong learning services. Hoovers is the largest commercial database that provides insights on global companies.

**ACCOMMODATION**

Alumni along with their immediate family members are eligible to book accommodation on campus, subject to availability.

**RECREATION CENTRE**

Alumni can use the recreation centre on both campuses of ISB. The recreation centre houses facilities like world-class gym, swimming pool, squash, tennis, basket ball, badminton, table tennis, pool table etc.
The world-class curriculum will start off by building basic analytical skills to be followed by a good mixture of management courses across various functional domains. This will lay the foundation for advanced courses in strategy and leadership. In addition, a set of courses that focus on unique family business related challenges
will form an integral part of the curriculum. The course content will be contextualized to the needs of family business.

**ONLINE PREPARATORY COURSES**

Participants will undergo five online analytical foundation courses. The courses are sourced from Harvard School Publishing and participants will have to spend approximately 120-150 hours to prepare before the classes commence.

**PRE-COURSE READINGS**

Pre-course reading material will be uploaded to the “Learning Management System (LMS)”. Participants will have to read this and come prepared for the classroom sessions.

**SIMULATIONS**

Simulations are usually software programmes which mimic real-life business situations. The participants, working in teams or alone, are asked to take decisions under conditions specified by the simulation software. These simulations help participants apply theoretical concepts to aid decision making.

**ASSESSMENTS**

Several modes of assessment will be used for the programme to assess the performance and learning by students. At the end of each course, an examination may be conducted to assess the learning of the participant. In order to successfully complete the programme, the participant must obtain an overall passing grade.

**SPEAKER SERIES**

Speaker series or visits may be organised during the course. These interactions complement classroom learning and bring in practical perspectives to management theories. The School also hosts a number of annual conferences and seminars with distinguished business leaders and entrepreneurs as guest speakers.
FAMILY BUSINESS FORWARD
WITH CONVENIENT PROGRAMME DESIGN

TRAVEL FROM ANYWHERE
Location of the participant is not a constraint as the unique modular schedule of the programme allows participants based anywhere in the world to travel to Hyderabad or Mohali to attend the programme. Both the ISB campuses serve as an ideal convenience.
location for this unique programme since they are well connected to various cities in India and other parts of the world.

Classes are held for one week, every 6th week.

**CONTINUE TO MANAGE FAMILY BUSINESS**

The part-time format has been specifically chosen so that participants can continue working in their business while pursing the course. The format also allows the students to immediately apply some of the concepts they have learnt in the programme to their businesses.

**IDEAL DURATION**

The programme duration is around 16 months; not too long and not too short! The classes start every year around July and end in December of the following year.

**LOGISTICAL SUPPORT**

Programme office will make arrangements for the accommodation during the term. Accommodation for participants will be arranged either in the executive housing on campus or at a convenient location outside the campus. All meals will be provided in the campus.
This premium programme delivers absolute value to the participants by virtue of the ISB’s focus and quality in everything it does. The quality of faculty, programme design, curriculum, pedagogy, excellent peer
group and convenience provides the right learning platform for business scions to use this knowledge and leverage for the growth of their business.

**EXCEL IN FAMILY BUSINESS**

The importance of the family managed business is reinforced and a deeper appreciation of the current success and progress made by family businesses is highlighted to the participants. Importantly, it provides support and opportunities for not only the participant students but also for the senior members of the family management to learn and understand each other to enable continued success and to reduce conflicts in the family managed business.

**MAKE BETTER BUSINESS DECISIONS**

Family business poses extraordinary opportunities and powerful pressures at the same time. Business leaders confront a variety of challenges ranging from attracting talent to unlocking business value. The programme helps understand these issues, create opportunities and overcome risks while making key business decisions.

**BUILD BUSINESS LEADERSHIP SKILLS**

The focus on quality learning during the programme equips the participants with the latest management methodologies, tools and techniques so that they can complement and enhance the management and decision making in the family business setting. It enhances the leadership skills of the participants so that they can play active roles in fueling the growth and in professionalising their business.

**EXPOSURE TO GLOBAL BEST-PRACTICES IN FAMILY BUSINESS**

Family-owned businesses face unique issues in areas of succession planning, relationship management as well as issues that emerge around shareholder control, compensation structures, and processes for strategic decision-making. The programme draws from best management practices in family business from across the globe and aims to groom business scions in areas like planning, objective setting and astute management of their family’s business. While each family’s situation is unique, there are many best practices which can be applied to all family businesses.
## ADMISSIONS

### CALENDAR

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<th>Milestones</th>
<th>Dates</th>
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<tr>
<td>Applications Open</td>
<td>September 01, 2013</td>
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<tr>
<td>Round 1 Application Deadline</td>
<td>October 31, 2013</td>
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<tr>
<td>Round 1 BAT</td>
<td>November 08, 2013*</td>
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<td>Round 1 Results Announcement</td>
<td>January 20, 2014</td>
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<tr>
<td>Round 2 Application Deadline</td>
<td>December 30, 2013</td>
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<tr>
<td>Round 2 BAT</td>
<td>January 17, 2014*</td>
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<tr>
<td>Round 2 Results Announcement</td>
<td>March 15, 2014</td>
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*The BAT dates are subject to change and will be notified on the programme website.*
**PREREQUISITES**

- Bachelor’s Degree or an equivalent qualification (like CA, etc.)
- No work experience is required for admission. However, the ISB strongly feels that an experience of 4-5 years will add a lot of value
- Members of family businesses who intend to manage their business and for individuals who aspire to work in family business

**APPLICATION**

The online application is available on the programme website. Required documents will have to be uploaded as a part of the application.

**BUSINESS ADMISSIONS TEST**

Applicants will have to appear for the Business Admissions Test (BAT). Test dates and other important information will be updated on the programme website.

Applicants will have to make their own arrangements for travel, accommodation and meals.

**INTERVIEW**

Shortlisted applicants will have to undergo an interview. The interview notifications are sent around 2 to 7 days before the scheduled interview date.

**SELECTION CRITERIA**

The selection process is stringent. Individuals with a strong drive and passion to create an impact and lead family businesses successfully will make it to the programme.

Participants will also be evaluated on a combination of the following factors:
- Family business knowledge
- Business leadership potential
- Achievement orientation
- Work experience
- Undergraduate degree performance
- BAT score
- Scale, size, complexity of business and length of existence of business

**APPLICATION FEE**

A non-refundable fee of ₹15,000 (inclusive of Service Tax) will have to be paid at the time of submission of the application and includes the fee for BAT.
PROGRAMME FEE

The tuition fee for the programme is ₹30,00,000 (30 Lakhs) plus taxes. It includes accommodation, food, books and course material. Travel costs are not included. A refundable security deposit of ₹25,000 has to be paid in addition to the amounts mentioned above. This amount is refundable after deduction of any dues payable to the School.
ALUMNI FUND

The alumni membership fee of ₹20,000 has to be paid at the beginning of the programme. It is non-refundable for participants who successfully graduate from the programme. This fee will be fully refundable for participants who do not graduate from the programme either due to withdrawal or failing to clear the examinations.

ADDED VALUE

A senior member from the participant’s family can attend a 3-day executive education programme ‘Family Business: Managing Growth and Transformation (MGT)’* free of cost.

The programme is offered by Centre for Executive Education, ISB. This offer is valid only for the MGT programme offered in the years 2014 and 2015.

*The programme name, duration etc. may change.

Notes:

- The tuition fee is payable in 4 equal installments over 12 months
- The ISB reserves the right to revise the programme fee
- The refund of any fee is subject to the refund policy prevailing at the time of seeking the refund
- Service tax rate applicable will be as notified by the Government from time to time
- It is mandatory to live in accommodation provided by the School during the days of classes
- All participants are required to have a personal laptop, the minimum specifications of which will be sent before the start of the programme. Official laptops are not allowed
- Participants may be required to purchase other electronic aids (iPad etc.) as per programme specifications

Additional costs

- Travel for classes at ISB-Hyderabad/Mohali
- Travel (airfare/local conveyance) for the international immersion
- Accommodation during field trips and travel associated with field trips
- Purchase of laptops and other electronic aids recommended by the programme office
- Other miscellaneous expenses like mini bar, laundry, beverages, meals outside campus etc.
A summary of the founding class composition

**Company Revenue (in Cr.)**
- Less than 2, 26%
- 2 to 4, 34%
- 4 to 6, 9%
- 6 to 8, 25%
- 8 to 10, 2%
- 10 or more, 4%
- Upto 50, 25%
- 51 to 125, 23%
- 251 to 500, 8%
- 501 to 1000, 8%
- More than 1000, 14%

Average revenue: 467 Cr.

**Age (in years)**
- >=30 to <35, 10%
- >=25 to <30, 49%
- >=21 to <25, 41%

Average Age: 26 years

**Work Experience (in years)**
- < 2, 26%
- >=2 to <4, 34%
- >=4 to <6, 9%
- >=6 to <8, 25%
- >=8 to <10, 2%
- >=10, 4%

Average work experience: 4 years

**Gender**
- Male, 82%
- Female, 18%

Female, 18%

Average revenue: 467 Cr. Average Age: 26 years Average work experience: 4 years
Notes: This is a tentative calendar and the dates are subject to change, especially the international terms. Terms will be held in the Hyderabad and Mohali campuses and the location for the forthcoming term will be announced in the previous term. The last term in October 2015 may be revised as per programme requirements. The Graduation of Class of 2015 will be held in April 2016.
USEFUL INFORMATION

**MS EXCEL**
The programme will require extensive use of IT tools, especially Microsoft Excel. If participants are not familiar with advanced concepts in Excel, they are advised to undergo specialised training in this software before the programme starts.

**MATHEMATICAL SKILLS**
The programme will require extensive use of mathematical concepts including probability and statistics. Those out of touch with these concepts are advised to revise them before the programme starts. The ISB will provide online courses to help the admitted participants with this revision and such participants are strongly advised to pay special attention to these courses.

**ATTENDANCE**
Attendance in all terms is mandatory. Participants are advised that absence from any term should only be under ‘highly’ exceptional circumstances and this will lead to completion of the programme only in the following or later years.

**LAPTOPS & TABLETS**
A laptop computer is mandatory to complete the programme. A Windows operating system and MS Office will be required for some teaching software. Apple Mac laptops may be used provided MS office is installed on them. Only personal laptops are allowed to be used in the programme.

**PLACEMENTS**
Since the programme is primarily meant for members of business families, career services are not provided.

**MISPLACED EDUCATIONAL DOCUMENTS**
It is mandatory to submit the Bachelors Certificate and mark sheets for all semesters/years. In case of misplaced or lost certificates/mark sheets, we advise participants to initiate the process with their University for a copy at the earliest. The programme office does not review applications with incomplete documentation.
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<th>Premium Management Education with Family Business Focus</th>
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<td><strong>For business scions</strong></td>
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<tr>
<td><strong>Eligibility:</strong> Bachelor’s degree</td>
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<td><strong>Part-time, 15 month programme</strong></td>
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<td><strong>Travel from anywhere</strong></td>
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<td><strong>No opportunity cost</strong></td>
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<td><strong>International immersion</strong></td>
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<td><strong>Fee:</strong> ₹30 Lakhs plus service tax</td>
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<td><strong>Alumni privileges</strong></td>
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<td><strong>Application deadline:</strong> December 30, 2013</td>
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