GO FURTHER

PROGRAMME YEAR: 2014-15
“I continuously go further... It’s a way of life for me.”

- Ayrton Senna
The Post Graduate Programme in Management for Senior Executives (PGPMAX) is designed especially for Senior Managers, with a busy work schedule that does not permit them to pursue a full-time MBA programme.

In a fast-paced environment, organisations cannot afford to grant long sabbaticals to Senior Executives to attend a full-time programme. PGPMAX addresses this need by allowing participants to undergo a formal, part-time management programme with minimal disruption of their work and personal pursuits.

It is equivalent in content and rigour to an Executive MBA programme and arguably the first of its kind in India.

As depicted, Executive MBA programmes are tailored specifically for senior audiences and are quite distinct from full-time and part-time MBA programmes.
Designed For Senior Executives

PGPMax is targeted at high-calibre Senior Executives, with 10 to 25 years of work experience involving extensive managerial responsibility. These individuals, who can both contribute to, and benefit from the programme, have the potential and motivation to become truly global, multi-skilled business leaders. The participants are achievers who have done exceptionally well in a functional domain and are looking to take on general management positions.

Senior executives, who are already in general management roles, will also find this programme ideally suited as it will immensely enhance their strategic perspectives and decision-making capabilities.

A unique aspect of the programme is the collective professional experience of its participants, which enriches the learning environment. The programme caters to executives from a cross-section of industries such as large private organisations, public sector undertakings, NGOs, mid-size organisations, SMEs, and family businesses.

This extensive experience fosters sharing of rich perspectives on various topics from different functional domains such as sales, marketing, finance, accounting, manufacturing, operations, project management, research & development, and healthcare amongst others.

The interaction results in a challenging and stimulating learning experience along with providing maximum return on time and resources invested.
Classroom Based Learning

Classroom learning is at the heart of PGPMAX and is an important component of the learning experience. PGPMAX participants have the exhilarating opportunity to be back in the classroom among professional and intellectual 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 are held at the ISB’s Hyderabad and/or Mohali campus for 7 days, every 6th week.

Peer Group Learning

The class comprises an extraordinary and diverse mix of participants who are passionate about exchanging ideas, thereby resulting in an interactive learning setting. The rich and diverse experiences of the participants from developed and emerging economies, make the learning experience even more exciting.

Networking with peers, who are from varied academic and industry backgrounds, provides the participants with insights into corporate practices different from their own.

Travel From Anywhere

Location of the participant is not a constraint as the unique schedule of the programme allows participants based anywhere in the world to travel to Hyderabad/Mohali to attend the programme. Both the ISB campuses serve as an ideal location for this unique
programme since they are well connected to all parts of the world, with flying times of 3 to 8 hours from most Asian and European cities. The programme has seen participants flying in from North America, Africa, Europe and Asia, apart from various cities in India. The campus where the classes are to be held is communicated to the participants in the previous term.

India Advantage
India is fast emerging as the next economic powerhouse and is set to be one of the top three economies in the world in a couple of decades. Most organisations around the world already have a significant presence in India and the remaining aspire to have this presence soon. Global managers are today required to have a deep understanding of the Indian economy, management styles and a local network. What better way to gain this exposure than to spend 15 months with senior executives from the Indian industry?

No Opportunity Cost
Participants do not incur relocation costs and continue working while pursuing the course. Since there is no relocation involved, schooling of children and work schedules of spouses are also not disrupted.

International Immersion
Increasing globalisation calls for enhanced global awareness and building business and cultural sensitivities in today’s global executive. The PGPMAx programme includes an international immersion component, involving one or more of various interventions like cultural visits, country experience, classroom teaching, industry visits and top management interaction. For the programme year 2014-15, the international immersion will be in USA with teaching happening at Kellogg School of Management and the Wharton School. Based on the number of interested participants, there may be an optional international immersion in Brazil or any other emerging economy. The cost of this optional international immersion will be additional and is not included in the tuition fee.

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

**EMBA Council Membership**

ISB (PGPMAX) is the only school from India to be granted membership to Executive MBA council. Only schools which meet the membership criteria, are approved for membership. In 1981, the Executive MBA Council formed, with the assistance of the Association to Advance Collegiate Schools of Business International (AACSB International). The mission of the Executive MBA Council is to educate, network and inform. The council supports its members in fostering excellence and innovation in Executive MBA Programs worldwide by providing outstanding educational and networking opportunities for professionals who deliver Executive MBA Programs. The council captures and disseminates valuable industry data to prospective students, member schools, the media, and the corporate sector.

To learn more about the Executive MBA Council, visit their website at www.emba.org

**World Class Faculty**

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 realworld applications that is tailored for senior professionals. As a result, participants take what they learn in each module back to their workplace 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, Wharton, Cornell, Chicago, Duke and UCLA, 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.
Faculty at PGPMAX

100% faculty have Ph.Ds from globally renowned universities

Akbar Zaheer
Professor and Curtis L Carlson Chair in Strategic Management
Carlson School of Management
University of Minnesota
Ph.D, Massachusetts Institute of Technology

Anju Seth
R.B Pamplin Professor in Management/Department Head
Pamplin College of Business, Virginia Tech. Ph.D, University of Michigan

Aradhna Krishna
Dwight F. Benton Professor of Marketing
Michigan Ross School of Business
University of Michigan
Ph.D, New York University

Atul Nerkar
Associate Professor of Organisational Behaviour and Strategy
Kenan-Flagler Business School
University of North Carolina
Ph.D, University of Pennsylvania

Greg Stewart
Henry B. Tippie Research Professor of Management and Organizations
University of Iowa
Ph.D, Arizona State University

David Musto
Professor in Finance
The Wharton School
University of Pennsylvania
Ph.D, University of Chicago

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

Harbir Singh
William and Phyllis Mack Professor of Management, The Wharton School
University of Pennsylvania
Ph.D, University of Michigan

Heiko Spitzeck
Lecturer, Cranfield University School of Management, Daughty Centre of Corporate Responsibility
Ph.D, University of St. Gallen (Switzerland)

Average teaching experience of over 20 years

An illustrative list of professors who have taught in PGPMAX
Provided consulting to
Fortune 500 companies

Henry Moon
Associate Professor of Organisational Behaviour
London Business School
Ph.D, Michigan State University

Jagmohan Raju
Joseph J. Aresty Professor
Professor of Marketing
The Wharton School
University of Pennsylvania
Ph.D, Stanford University

James Angel
Associate Professor of Finance
McDonough School of Business
Georgetown University
Ph.D, University of California, Berkeley

Jay Anand
Professor of Management and Human Resources
Fisher College of Business
The Ohio State University
Ph.D, University of Pennsylvania

John Zhang
Murrel J. Ades Professor of Marketing
The Wharton School
University of Pennsylvania
Ph.D, University of Michigan

Keith Murnighan
Harold H. Hines Jr. Distinguished Professor of Management and Organisation
Kellogg School of Management
Northwestern University
Ph.D, Purdue University

Krishna B Kumar
Senior Economist, Professor
Pardee RAND Graduate School
Ph.D, University of Chicago

Lakshman Krishnamurthi
A. Montgomery Ward Professor of Marketing,
Kellogg School of Management,
Northwestern University
Ph.D, Stanford University

Luis Martins
Associate Professor of Organisational Behaviour
McCombs School of Business
The University of Texas at Austin
Ph.D, New York University

Madan Pillutla
Professor of Organisational Behaviour
London Business School
Ph.D, University of British Columbia

Mark Finn
Clinical Professor of Accounting and International Business
Kellogg School of Management
Northwestern University
Ph.D, Cornell University

Nagpurnanand R. Prabhalu
Associate Professor of Finance
Robert H. Smith School of Business
University of Maryland
Ph.D, Stern School of Business
New York University

Prashant Kale
Associate Professor of Strategy
Jesse H. Jones Graduate School of Management, Rice University
Ph.D, Wharton School of Business
Rakesh V. Vohra
John K. and Helen Kellogg Professor of Managerial Economics and Decision Sciences
Director of the Center for Mathematical Studies in Economics and Management Science, Kellogg School of Management, Northwestern University
Ph.D, University of Maryland

Rama Velamuri
Professor of Entrepreneurship (Global EMBA Programme)
Chair of the Department of Management, CEIBS
Ph.D, University of Virginia

Shamika Ravi
Assistant Professor, Economics and Public Policy
Indian School of Business
Ph.D, Economics, New York University

Sreenivas Kamma
Associate Professor of Finance
Kelley School of Business, Indiana University
Ph.D, SUNY, Buffalo

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

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

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

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

Tanya Menon
Associate Professor of Managerial and Organisational Behaviour
Ohio State University, Fisher College of Business
Ph.D, Stanford Graduate School Of Business

W. Bruce Allen
Professor Emeritus of Business and Public Policy
The Wharton School
University of Pennsylvania
Ph.D, Northwestern Univeristy

Taught in top EMBA programmes worldwide
“Man cannot discover new oceans unless he has the courage to lose sight of the shore.”

- Andre Gide
Format
The programme is designed on a schedule that minimises disruption of work and personal pursuits. Participants will typically be on campus for a week of classroom learning every 6th week.*

PGPMAx is a rigorous and challenging programme. The seven-day schedule will include full days of teaching. Evenings will be used for guest lectures, projects, and group work. In addition there will be examinations, quizzes and other interventions which will form a part of the one week term. Participants will be required to stay on campus, or at a suitable accommodation arranged by the ISB, during these seven days.

During the international immersion component of the programme, participants may have to attend a term extending for more than a week. This is to derive full benefit of the visits abroad, allowing time for field and cultural familiarisation visits. The extended term also helps to reduce travel expenses.

This programme format allows participants to continue working while attending a programme equal in rigour and content to an Executive MBA programme.

This unique format does not impose any locational constraints. Participants fly in from many cities around the world to attend classes.
PGPMAx Learning Goals

The programme has clearly defined learning goals which are measured at periodic intervals.

**Leadership Skills:** Have heightened awareness of what it takes to exercise effective leadership at senior levels, through key initiatives, effective execution, influencing, inspiring, and empowering people and managing change.

**Critical and Integrative Thinking:** Demonstrate an ability to identify the central problem/issue, despite limited or overwhelming information, draw and assess recommendations using a perspective that integrates both functional (i.e. business functions) and relevant external information, and deploy them effectively to solve business problems.

**Global Awareness:** Understand the nature of global issues impacting business, including competition, policies, politics, culture, and customers, and have the ability to manage them effectively.

**Ethical Responsibility:** Have the ability to make responsible decisions through enhanced sensitivity to various stakeholders, communities, and the environment that are affected by management decisions.

*For the programme calendar, please refer to page 34. Career/Placement Services are not provided for this programme.*
Curriculum

The programme provides a challenging and stimulating experience to participants to acquire and enhance skills and increase visibility of the business environment. It is designed to develop and enhance strategic thinking, critical analysis and understand business in a truly engaging and collaborative learning environment. The comprehensive PGPMAX curriculum provides a framework through which participants learn to:

- Broaden and enrich their management skills;
- Expand their knowledge of modern business techniques; and
- Further their understanding of the social, economic, and political forces that shape the business environment.

The programme’s 24 courses broadly cover Finance, Marketing, Strategy, Organisational Behaviour and Leadership. The curriculum is designed to provide conceptual knowledge which helps in improving and broadening existing skills and empowers students to make a more informed decision. The programme has a general management focus.

Apart from these courses, there are online preparatory courses which provide a foundation for the upcoming courses. The online courses will have to be completed before the programme begins. There are assessments conducted throughout the programme.

The ISB reserves the right to change the curriculum as necessary. For further details on the courses, visit www.isb.edu/pgpmax

Harvard Online courses & 24 classroom-based courses
Pedagogy

Online Preparatory Modules
The programme starts with a few online preparatory courses that form the foundation for future courses. These modules are sourced from Harvard Business School Publishing. The participants will spend over 100 hours refreshing their knowledge in quantitative, accounting and finance areas.

Pre-course Reading Material
Pre-course reading materials which are in the form of text books, cases, articles etc. will be made available to all participants in advance. Participants are expected to spend 8 to 10 hours per week studying these materials before they come for classes each term. Online assessments and pre-course projects are also incorporated into the programme to ensure academic rigour.

Industry Speakers/Visits
Speaker series or visits may be organised during the course. These interactions complement classroom learning and bring in practical perspectives to management theories. The speakers discuss diverse topics such as international growth, corporate diversity, corporate ethics and consumer behaviour. The School also hosts a number of annual conferences and seminars with distinguished business leaders and entrepreneurs as guest speakers.

Simulation
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.

The simulation will:
- test the participants’ leadership, team and people management skills. Participants work in groups where there is no hierarchy of designations to exert authority. As a group, participants are required to get the work done but no individual has authority to demand work from others.
- allow participants to use their learnings to solve business problems pertaining to different industries.
- help participants identify relevant management concepts to be used under different circumstances to achieve the desired result/outcome.
Programme Fee
The programme fee for the academic year 2014-15 is INR 3,000,000 plus Service Tax.

This fee includes the admission fee, the tuition fee, course material as well as boarding and lodging for most days.

A security deposit of INR 25,000 has to be paid in addition to the programme fee. This amount is refundable after deduction of any dues payable to the School.

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount (in INR)</th>
<th>Amount (in USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admission Fee</td>
<td>300,000</td>
<td>5,172</td>
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<tr>
<td>Tuition Fee</td>
<td>2,700,000</td>
<td>46,552</td>
</tr>
<tr>
<td>Total</td>
<td>3,000,000</td>
<td>51,724</td>
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<tr>
<td>Service Tax @ 12.36%*</td>
<td>370,800</td>
<td>6,393</td>
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<td>Total Amount Payable</td>
<td>3,370,800</td>
<td>58,117</td>
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</table>

Estimated additional expenses not included in the programme fee are INR 300,000 to 600,000 and include:

- Travel for classes at ISB-Hyderabad/Mohali.
- Travel (airfare/local conveyance) for the international immersion.
- Boarding and lodging in-between terms during international immersion, field trips and any 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.

Notes
- The ISB reserves the right to revise the programme fee.
- USD amounts are approximate and are subject to exchange fluctuation.
- The School realises its fee in Indian Rupees. Participants who want to remit the fees in foreign currency can do so by remitting the foreign currency equivalent to INR, based on the prevailing exchange rate.
- The refund of any fee is subject to the refund policy prevailing at the time of seeking a refund.
- 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

* Service tax rate applicable will be as notified by the government from time to time.
Payment Schedule
The fee can be paid as per the schedule mentioned below or in a single instalment.

Admission Fee

<table>
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<tr>
<th>Fee Item</th>
<th>Payable by</th>
<th>Amount (INR)</th>
<th>Service Tax (INR)</th>
<th>Total Amount (INR)</th>
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<tbody>
<tr>
<td>Admission Fee</td>
<td>20 days from the date of</td>
<td>300,000</td>
<td>37,080</td>
<td>337,080</td>
</tr>
<tr>
<td></td>
<td>release of admission offer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount Payable towards Admission Fee</td>
<td>20 days from the date of</td>
<td>3,00,000</td>
<td>37,080</td>
<td>337,080</td>
</tr>
<tr>
<td></td>
<td>release of admission offer</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

Tuition Fee (Instalment)

<table>
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<tr>
<th>Fee Item</th>
<th>Payable by</th>
<th>Amount (INR)</th>
<th>Service Tax (INR)</th>
<th>Total Amount (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Instalment</td>
<td>May 30, 2014</td>
<td>675,000</td>
<td>83,430</td>
<td>758,430</td>
</tr>
<tr>
<td>2nd Instalment</td>
<td>September 30, 2014</td>
<td>675,000</td>
<td>83,430</td>
<td>758,430</td>
</tr>
<tr>
<td>3rd Instalment</td>
<td>January 30, 2015</td>
<td>675,000</td>
<td>83,430</td>
<td>758,430</td>
</tr>
<tr>
<td>4th Instalment</td>
<td>May 30, 2015</td>
<td>675,000</td>
<td>83,430</td>
<td>758,430</td>
</tr>
<tr>
<td>Amount Payable towards Tuition Fee</td>
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<td>2,700,000</td>
<td>333,720</td>
<td>3,033,720</td>
</tr>
<tr>
<td></td>
<td>release of admission offer</td>
<td></td>
<td></td>
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</table>

Participants interested in paying the tuition fee in full are eligible for a single payment discount. The details will be available on our website as the payment due dates approach. You may also contact the programme office for details.

Loans
Financial assistance in the form of tuition fee loans may be available to participants of this programme. Please note that the sanction of loans is at the complete discretion of the financial institutions concerned.
For further details on financial assistance, visit www.isb.edu/pgpmax

Alumni Fund Contribution
An alumni membership of INR 20,000 is payable by all participants of the programme by May 30, 2014. The alumni membership 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.
“Success isn’t a result of spontaneous combustion. You must set yourself on fire.”

- Arnold H Glasow
The participants in the programme develop strong alumni networks. The power of this network has seen strong partnerships emerging. Groups of alumni have set up new ventures in partnership. Alumni have found new customers and partners within the network and many participants have built fruitful relationships through this network.

The ISB alumni networks organise a wide range of seminars, talks, networking events, and social events to allow alumni to preserve their ties and develop their interests. With overseas chapters in several countries, the ISB alumni network is an important channel for graduates of the ISB PGPMAX to retain and expand their social and business networks.

ALUMNI SPEAK

Rohit Kataria, PGPMAX Class of 2012

“Finished PGPMAX (EMBA) from ISB...what an awesome 18 months...great learning...great friends...great times...some of the best pros in the world. A great set of high achievers...we have dared to dream...and here we come to make our dreams come true.”
Aju Jacob
Director
Synthite Industries Ltd.

To say that PGPMAX was worth the time and money invested would be an understatement. Professor Sunil Chopra’s operations class helped me introduce the “Motherbatch” process in Synthite which has already saved us INR 15 Million. The organizational behavior concepts of Prof. Henry Moon and Prof. Lewis Martin have raised my self-awareness and helped me in managing a fast growing organization. Even our monthly financial presentations have become better as I am now able to ask the right questions. Apart from the instructors, the cross-fertilization of ideas that the diversity at PGPMAX fosters resulted in me and three other batch mates starting-up “S3V Vascular Technologies.” I even met our present COO at this program. What more can one ask for!

Venkat Pullela
Senior Director-Engineering
Cisco Systems Inc.

I wouldn’t have started the new venture without the PGPMAX programme. Want to acknowledge the help in getting us ready for this.

A “time capsule” from which each of us will emerge with new knowledge and a greater set of tools, much like mankind progressed through the ages. Term 1 started on Aug 4 and the first professor that taught us was Prof Sudhakar Deshmukh. I went in with trepidation … Probably I wont understand probability. No such luck with Prof Deshmukh teaching ! He slowly, easily slipped into our heads and re-energised the old neural pathways that held our old learnings of the subject and in some of our brains he laid new super highways of understanding.

Bindu Malini Krishnan
PGPMAX Class of 2012
A summary of the 2014 class composition

**Work Experience**
- >=10 to <12, 12%
- >=12 to <14, 13%
- >=14 to <16, 17%
- >=16 to <18, 16%
- >=18 to <20, 17%
- >=20, 25%

**Management Level**
- Self Employed, 19%
- CXO, 7%
- Senior Management, 33%
- Upper Middle Management, 41%

**Age**
- >=30 to <35, 3%
- >=35 to <40, 39%
- >=40 to <45, 36%
- >=45 to <50, 17%
- >=50 to <55, 3%
- >=55, 2%
Average age: 41 years
Average work experience: 18 years
“A journey of a thousand miles begins with a single step.”

- Lao Tzu
Eligibility
To be eligible to apply for the programme, the following criteria need to be fulfilled:

• **Bachelor’s Degree:** The applicant should have a Bachelor’s degree or an equivalent qualification in any discipline. An equivalent qualification will be determined by the admission committee of the programme and will include the likes of CA, ICWA etc.

• **Work Experience:** The applicant should possess a minimum of 10 years of full-time work experience (desired experience is closer to 15 or more years).

Notes

• **Letter of consent from the current employer is required for the candidate to pursue the programme.** This can be submitted either during the application process or once admission has been secured.

• **TOEFL/IELTS scores will be required from international participants for whom the language of instruction during undergraduate education was not English.**
Selection Criteria
The PGPMAX office and the admissions committee evaluate each applicant on several criteria to ensure that the participants selected for the programme are well-rounded individuals. Each component of the application and the interview are important. The selection of the participants will be made considering a combination of many factors including:

- Quantity and quality of work experience e.g. significant responsibility, experience of managing personnel and budgets etc.
- Evidence of professional success
- Strong communication skills
- Likelihood of benefiting from the programme
- Business leadership potential, track-record, traits, attitude/mindset etc.
- Motivation to participate in the programme
- Undergraduate degree performance
- Performance in the interview

The above mentioned criteria are not in order of importance.

Application Procedure
The online application is available on the PGPMAX website. The programme office accepts only online applications and no printed applications are available.

The following documents are required to be uploaded along with the online application:

- Colour photograph
- Copy of Passport
- Bachelor’s degree marksheets/transcripts (for all semesters/years)
- Bachelor’s Degree Certificate
- Marksheets/transcripts and certificates for additional education (if applicable)
- Proof of income
- Business card
- Two evaluations from current/previous supervisors in the prescribed format available on the application portal
- GMAT, TOEFL/IELTS scores (if applicable)
Application Fee
An application processing fee needs to be paid (through credit card only) to apply to the programme. The fee amount is dependent on the date when the application is submitted. No payment is required to create a user login and start the online application. Application fee needs to be paid at the time of submitting the completed application and is non-refundable under any circumstance.

<table>
<thead>
<tr>
<th>Applications Submitted By</th>
<th>Application Fee*</th>
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</thead>
<tbody>
<tr>
<td>Round 1 Deadline – On or Before November 15, 2013</td>
<td>INR 9,000</td>
</tr>
<tr>
<td>Round 2 Deadline – On or Before January 15, 2014</td>
<td>INR 15,000</td>
</tr>
</tbody>
</table>

*The Application Fee amount includes Service Tax.

Admission Calendar

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<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Admissions Start</td>
<td>September 01, 2013</td>
</tr>
<tr>
<td>2</td>
<td>Application Deadline (Round 1)</td>
<td>November 15, 2013</td>
</tr>
<tr>
<td>3</td>
<td>Application Deadline (Round 2)</td>
<td>January 15, 2014</td>
</tr>
<tr>
<td>4</td>
<td>Results Announcement (Round 1)</td>
<td>January 30, 2014 *</td>
</tr>
<tr>
<td>5</td>
<td>Results Announcement (Round 2)</td>
<td>March 15, 2014 *</td>
</tr>
</tbody>
</table>

*On or before this date
**Interview**

The programme office will review completed applications and selected applicants will be shortlisted for an interview. Interview may be conducted in person, over videoconferencing, teleconferencing or via a web/internet-based tool.

The interview notifications are sent around 2 to 7 days before the scheduled interview date. You may contact the programme office or visit the website for details closer to the date.

**Admission Notification**

Selected candidates will be notified of the admission offer by the programme office.

Admitted candidates will be given a time of 20 days to make a non-refundable payment of INR 300,000 plus service tax towards admission fee to secure their place in the programme.

**Employer Support**

The applicants need to furnish a letter from their employer stating the consent of the employer to allow the participant to study in the programme. It may be submitted either along with the application or along with the acceptance of admission offer.
“It is not the strongest of the species that survives, nor the most intelligent, but the ones most responsive to change.”

- Charles Darwin
Early Application
Applicants are encouraged to apply early in Round 1. Candidates who apply in Round 1 get the benefit of knowing the result prior to applicants of Round 2 and also get a discount in the application fee. Incomplete applications from Round 1 will have to pay the difference of application fee if their application is completed in Round 2.

Employer Support Letter
Employer support letter is mandatory since applicants will need time off from work for a substantial number of days in a year.

Evaluations
Applicants are required to submit two professional evaluations. The School strongly recommends applicants to opt for an online evaluation as per the format prescribed in the application.

For employed applicants, evaluations should be requested from current manager and the most recent previous manager.

Self employed applicants may get evaluations from business associates i.e customers or vendors.

In case of any doubt, please consult the Programme Office before making a choice.

Placement and Career Services
The programme is targeted at senior executives and no placement/career support is provided. Campus placement is not provided for two reasons:

1. Participants have the company support, at least by way of time off from work to attend the programme and therefore respecting the employer’s support, the ISB does not feel it is appropriate to offer placement services.
2. At a senior level, which is the profile of the participants, campus placements do not work. Most people at such levels are head-hunted for positions or further their careers through their network.

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

**Mathemetical Skills**
The programme will require use of mathematical concepts including probability and statistics. Those out of touch with concepts are advised to revise these 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.

**Laptop**
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 Windows OS and MS Office for Windows are also installed on the Mac computer. Only personal laptops are allowed to be used in the programme. Laptops provided by the participant’s employer are not allowed due to conflict in security policies, computer settings and administrative right issues.

**Tablet Devices**
Use of tablet devices like an iPad is highly recommended and may also be made mandatory for the programme.

**Assessments**
The programme has assessments by way of class participation, quizzes, tests, examinations, individual projects and group projects for each course. It is mandatory to pass in these assessments to graduate from the programme.

**Misplaced Educational Documents**
It is mandatory to submit the Bachelor’s Certificate and mark sheets for all semesters/years. In case of misplaced or lost certificate/mark sheets, the school advises participants to initiate the process with the university for a copy at the earliest. The programme office does not review applications with incomplete documentation.

*While ISB has made every effort to attribute each of the quotes used in this brochure to the right person, we cannot be held responsible for any errors or omissions. If there is any incorrect attribution, it is unintentional and regretted. Some quotes may have been paraphrased for the sake of brevity.*
“It doesn’t matter where you are, you are no where compared to where you can go.”

- Bob Proctor
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. 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. Recently, The ISB became the first B-school in South Asia to receive AACSB accreditation.

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.

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. The school introduced its doctoral-level Fellow Programme in Management (FPM) in 2011.

Starting 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.
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 November 2015 may be revised as per programme requirements. The Graduation of Class of 2015 will be held in April 2016.
“People who succeed have momentum. The more they succeed, the more they want to succeed, and the more they find a way to succeed.”

- Tony Robbins
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