



कार्यकारी शिक्षा कार्यक्रम  
भारतीय प्रबंध संस्थान, अहमदाबाद  
वस्त्रापुर, अहमदाबाद 380 015

Executive Education Programmes  
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
Vastrapur, Ahmedabad 380 015

November 18, 2016

**Professor Ajeet N. Mathur**

Faculty Chair,

Family Businesses: Organisation, Strategies, Internationalisation and Succession

Dear Sir/Madam,

We are glad to announce our Programme '**Family Businesses: Organisation, Strategies, Internationalisation and Succession**' during **February 8-10, 2017** at IIMA Campus. Two-thirds of all businesses in India are family owned and controlled. Yet, there has been scant attention to the special characteristics of family businesses that require reconciling family needs, hopes, wishes with the demands of managing a successful business.

We invite participation from family business owners and managers interested in building upon and leveraging distinct strengths of family businesses. Here is an opportunity to think through and develop appropriate solutions to respond to the complexities, uncertainties, and challenges in family businesses for sustainable growth, creation of wealth across generations and attracting and retaining professional talent.

The programme is designed on the basis of knowledge from research and practices all over the world, including IIMA research. Family business CEOs would also be sharing their experiences. This Programme is a platform for key role-holders to bring issues of concern and work on them. The themes chosen cover the four key topics we know are of particular interest to family businesses. Tradeoffs between growth potential and control present eternal challenges to family businesses in how they organise. The choices between strategies for growth and transformation bring up tensions between family members and professional talent. Family businesses are growing globally at unprecedented rates faster than non-family businesses. And no issue is potentially more toxic than the transition from one generation to another.

More details are available from the enclosed brochure. You may wish to avail the fee benefits of multiple nominations as mentioned in the brochure. Do let us know if you need more nomination forms. Alternatively, photocopies of the form enclosed can be used. The last date for receiving completed nomination forms is **January 9, 2017** and last date to avail early bird discount is **December 15, 2016**.

If you have any questions, feel free to get in touch with me or Mr. N. Baskaran, Officer, Executive Education at [exed@iima.ac.in](mailto:exed@iima.ac.in) or Ms. Vidya Kadamberi at [vidyak@iima.ac.in](mailto:vidyak@iima.ac.in), Phones: +91-79-6632 4467, 4472-77 and 4461-69.

With best wishes,

Yours sincerely,

Ajeet N. Mathur

E-mail: [anmathur@iima.ac.in](mailto:anmathur@iima.ac.in)

Enclosed: Brochure and Nomination form

**Phone:** +91-79-66324472-77, 4461-69 • **Fax:** +91-79-26300352 (ExEd) / 2630 6896 (General)

**E-mail:** [exed@iima.ac.in](mailto:exed@iima.ac.in) • **Website:** <http://www.iima.ac.in/exed>

# Family Businesses: Organisation, Strategies, Internationalisation and Succession

February 8-10, 2017



Executive Education  
Indian Institute of Management, Ahmedabad

# Family Businesses: Organisation, Strategies, Internationalisation and Succession

February 8-10, 2017

This 3-day programme is designed to raise awareness about opportunities, characteristics and challenges unique to family businesses and develop capabilities for organisation, strategies, internationalisation and succession in family businesses at different stages of their growth and evolutionary trajectories. This programme will enable family business owners and managers to build on and leverage distinct strengths of their family businesses and think through and develop appropriate solutions to respond to the complexities, uncertainties, and challenges in their businesses for sustainable growth, creation of wealth across generations and attracting and retaining professional talent.

The programme design is based on insights from family business research, case studies of problems experienced by family businesses (small, medium and large) around conflicts over priorities, tensions between existential and normative tasks, pursuing opportunities amidst resource constraints, environmental scanning and developing/expanding relevant capabilities, deciding on organisational issues that arise from task, people and culture, resolving growth stalls, evaluating international business opportunities, professional talent management, and addressing problems of succession.

## Programme Content

**Theme 1:** What is involved in achieving alignment of family needs, priorities, hopes, business objectives and resolving conflicts power, influence of family members and professional talent required to grow the business?

**Theme 2:** How to engage with 'Strategy-as-practice', inventing and discovering strategies, group relations, designing structures, architecture of systems and sustainability of management processes?

**Theme 3:** Which challenges of business internationalisation are unique to family businesses? How to decide on appropriate modes of entry, scale and geographical footprint?

**Theme 4:** How to organize succession processes in family businesses? Best practices to manage key governance and succession processes

## Pedagogy and Faculty

The programme will draw on IIMA Faculty who would bring research insights together with Guest Faculty including Family business CEOs who would share experiences to enable interactive discussions around the cutting edge of family business practices, organisation strategies, internationalisation experiences, and problems associated with continuity and change during succession. There will also be identification and discussion of implications for organisation structures, institutionalized systems and management processes through case studies and exercises. Participants will have opportunities to draw on their own experiences and, bring their problems to the programme to work on them.

## For Whom

Family business owners and members of their extended family with executive or non-executive roles in the family business, investors, founders, leaders, professionals associated with family businesses, entrepreneurs, and managers working with family businesses are invited to participate. Women in family businesses are particularly welcome. This programme would be especially useful for CEOs, Directors-executive and non-executive, Presidents, Vice-Presidents, General Managers, Profit Centre Heads and specialists in functions with responsibilities for decisions in family businesses; and for advisors, bankers and officials concerned with promoting entrepreneurship development and policies for small and medium enterprises and for helping larger family businesses to consolidate and transform for growth, diversification, turnarounds, internationalisation and succession in new horizons and trajectories with attention to the special challenges that concern family businesses.

## Nominations and Inquiries

Nominations should reach the Officer - Executive Education latest by **January 9, 2017**. The last date for early bird discount is **December 15, 2016**.

Organisational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater role effectiveness.



## About the Faculty Chair, Family Business Programme

### Professor Ajeet N. Mathur



Ajeet N. Mathur is Professor in Strategy and International Business in the Business Policy Area, IIM Ahmedabad and the Chairperson, Centre for Gender Equity, Diversity and Inclusivity. He has researched family business cases and written extensively on various aspects of family businesses and doing business abroad. He has published 28 books and over 150 scientific papers in various refereed journals and anthologies. His interests are at the crossroads of economics, human behaviour in groups, law, strategic management of organisational knowing and international business. These are reflected in his multi-disciplinary and inter-disciplinary work with corporates and as an expert on change management, institutional design and missing markets with ILO, WHO, ADB and the European Commission.

Before joining IIM Ahmedabad, he served as Founding Professor of International Business, University of Tampere, Finland, EU-TEMPUS Professor of European Integration and Internationalisation, and as IFCI Chair Professor, Indian Council of Research on International Economic Relations. He has held visiting academic appointments at K.U. Leuven, Belgium, University of Edinburgh, Cornell University, University of California at Berkeley, University of Bielefeld, Germany, Helsinki School of Economics, Aalto University, Turku School of Economics, Royal University of Bhutan, and Fresenius University, Cologne.

A recipient of the President of India's Medal and the Bharat Chamber of Commerce Gold Medal, he received his Ph.D. degree from the Indian Institute of Science, Bangalore. In his early career, he worked in various positions of responsibility with Tata Economic Consultancy Services, ITC Limited and the Times Group for more than a decade before his appointment as a tenured Professor at IIM Calcutta where he taught and researched for ten years. He has been a Fulbright Scholar and a Friedrich Ebert Stiftung Scholar. He was nominated India's National Expert on Managerial Productivity with APO, Tokyo. He is the Project Director, Finland-India Economic Relations. He is the recipient of the Prestige Award as "Professor of the Year 2014" and an Academy of Management Award 2016.

He has been a member of the Board of Directors with Corporates in India and Europe and is consulted by businesses, governments, international organisations and the policy research community. He served a term as the Director and CEO, Institute of Applied Manpower Research with the rank of Secretary to the Government of India. He is profiled and biographically cited in various international directories.

All nominations are subject to review and approval by the programme faculty. A formal acceptance letter will be sent to selected nominees. Nominees are requested to make their travel plans to arrive on February 7, 2017 by 17:00 hours after receiving the acceptance letter.

For nomination forms and more information, please contact:

**Ms. Vidya Kadamberi**, Programme Coordinator

Indian Institute of Management Ahmedabad,  
Vastrapur, Ahmedabad 380 015

**Phone:** +91-79-6632 4467/4472-77, 4461-69

**Fax:** +91-79-26300352 (ExEd)/26306896 (General)

**E-mail:** vidyak@iima.ac.in

**Website:** www.iima.ac.in/exed

### Venue and Accommodation

The programme will be held at the Indian Institute of Management, Ahmedabad. Participants would get a full board and air-conditioned single room accommodation on the Institute campus from the afternoon of February 7, 2017 to February 10, 2017.

IIMA norms do not allow participants to have guests stay with them during the programme.

### Programme Fee and Payment

INR 90,000 (+15% Service Tax) per person for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.

Only nominations with fees would be considered eligible. Withdrawals with refund of fee are permitted until January 10, 2017. For any cancellations after that, there would be no refund of fees. If the programme is oversubscribed and we cannot accept a nomination the fee would be refunded to the person/organisation concerned.

The programme fee can be paid in any one of these three ways:

#### A. Electronic Fund Transfer

1. Name of Beneficiary: Indian Institute of Management, Ahmedabad
2. Savings Bank A/c No. 9369EEP, YES Bank Limited, C. G. Road Branch, Ahmedabad (IFSC: YESB0000007, SWIFT Code: YESBINBB)
3. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organisation)
4. Purpose of Remittance: **Family Businesses: Organisation, Strategies, Internationalisation and Succession**

5. IIMA Permanent Account Number (PAN):  
AAAT11247F
6. IIMA Tax Deduction Account Number (TAN):  
AHMI00189A
7. IIMA Service Tax Registration Number:  
AAAT11247FST001

After making the payment, please e-mail us the complete transaction details immediately so that we can link your remittance with your nomination.

### B. Payment Gateway

Please visit the IIMA website ([www.iima.ac.in/exed](http://www.iima.ac.in/exed)) for more information.

### C. Demand draft/cheque payable at par

The cheque/draft in favour of "Indian Institute of Management, Ahmedabad" should be sent in a cover marked FBOSIS through courier or speed post to:  
The Executive Education Office  
IIM Ahmedabad, New Campus, Vastrapur  
Ahmedabad 380 015

### Discount

**Early Bird Discount:** Nominations received with

payments on or before December 15, 2016 are entitled to an early bird discount of 7%.

**Group Discount:** Any organisation sponsoring four or more participants will be entitled to a group discount of 7% on the total fee payable provided that at least four participants actually attend the programme. Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organisation sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.

### Alumni Association

Participants in IIMA Executive Education Programmes for the first time on or after April 1, 2012 become eligible for alumni status and the alumni identity card after participation in one or more programmes for a total of 21 days both of which will be awarded on payment of a one-time alumni fee of INR 10,000.

### Indian Institute of Management, Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

### Major Programmes Offered by IIMA

- Two-Year Post-Graduate Programme in Management (equivalent to MBA)
- Two-Year Post-Graduate Programme in Food and Agribusiness Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives
- Executive Education Programmes (EEP) for industry, business, agricultural and rural sectors, and public systems covering education, health, transport and population
- Faculty Development Programme for teachers in universities and colleges

The Institute has about 97 faculty members working in the following management areas and sectors:

**Disciplinary Areas and Groups** • Business Policy • Communications • Economics • Finance and Accounting • Information Systems • Marketing • Organisational Behaviour • Human Resource Management • Production and Quantitative Methods • Public Systems Group

**Interdisciplinary Centres** • Centre for Innovation, Incubation and Entrepreneurship • Centre for Infrastructure Policy and Regulation • Centre for Management in Agriculture • Centre for Management of Health Services • Centre for Retailing • Centre for Gender Equity, Diversity and Inclusivity • IIMA-Idea Telecom Centre of Excellence • India Gold Policy Centre • Insurance Research Centre • Ravi J. Matthai Centre for Educational Innovation

**Kasturbhai Lalbhai Management Development Centre (KLMDC)** located on the IIMA main campus and the **International Management Development Centre (IMDC)** located on the new campus, provide an academic and learning environment for participants of the Executive Education Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms and computer lab. The campus is Wi-Fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, basketball, billiards, carrom, chess, cricket, football, squash, TT and volleyball). Participants can also take advantage of the Institute's library.



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INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

Vastrapur, Ahmedabad - 380 015, India  
Phone: +91-79-6632 4472 to 77 and 4462 to 69  
Fax: +91-79-2630 0352 (ExEd)/2630 6896 (General)  
E-mail: [exed@iima.ac.in](mailto:exed@iima.ac.in) • Website: [www.iima.ac.in/exed](http://www.iima.ac.in/exed)

**NOMINATION FORM**

# Family Businesses: Organisation, Strategies, Internationalisation and Succession

February 8-10, 2017

This Completed Form is to be Sent to:

**Officer (Executive Education)**

Indian Institute of Management, Ahmedabad

Vastrapur, Ahmedabad 380 015

**(LATEST BY January 9, 2017 17:00 hours)**

**Phone:** +91-79-6632 4472 to 77 and 4461 to 69 • **Fax:** +91-79-26300352 • **E-mail:** exed@iima.ac.in

## TO BE FILLED IN BY THE NOMINEE

### PERSONAL PROFILE

<b>First Name</b>		<b>Last Name</b>	
Gender M/F		Date of Birth DD/MM/YYYY	Nationality
E-mail (Official)		E-mail (Personal)	
Mobile		Phone	
Organisation			
Sector			
Designation			
Position of Nominee (you may tick more than one)	Family Business Owner <input type="checkbox"/>	Family Business Head <input type="checkbox"/>	Professional in Family Business <input type="checkbox"/> Non-family Professional with ESOP <input type="checkbox"/>
Designation to Whom You Report			
Present Responsibilities			
Reason(s) for Joining the Programme and Expectations			
Organisational Address			
City	Pin	State	Country
Residential Address			
City	Pin	State	Country

PROFESSIONAL PROFILE			
<b>Education</b>			
Degree (Start with Highest)	Year	College/University	
<b>Work Experience</b>			
Organisation (Start with Current)	Position	Years of Experience	
<b>Programmes Attended at IIMA</b>			
Programme Title	Duration	Years	
<b>Programmes Attended Elsewhere</b>			
Institution	Programme Title	Duration	Years

Date \_\_\_\_\_

Signature \_\_\_\_\_

TO BE FILLED IN BY THE SPONSOR					
Sponsor Name			Designation		
Organisation					
Tax Deduction Account Number (TAN)			Permanent Account Number (PAN)		
Office Address					
City	Pin	Country	Mobile		
Phone	Fax	E-mail			
<b>Information on Organisation</b>					
Total Assets (Last Year)			Total Sales Turnover (Last Year)		
Major Products/Services					
Form of Organisation	Proprietary	Partnership	Public Sector	Public Ltd.	Others (Specify)

Date \_\_\_\_\_

Signature \_\_\_\_\_

Please Indicate the Sources of Information of This Programme	
➤ Advertisement (Please Specify)	➤ From Website (Yes/No)
➤ Brochure Received by Post (Yes/No)	➤ E-mail Received from Exed. Office (Yes/No)