Sponsorship Details
- Financial Sponsorship
- Time off from work

Shortlisting
- Interview: Yes
- Admissions: Yes

Category
- Self-Employed
- Engineer (IT)
- Engineer (Non-IT)
- Diversity

Application No.: SE1000241
Deepak Saraf

PGPMAx ID
**PGPMAX - FORM D - INTERVIEW EVALUATION SUMMARY**

<table>
<thead>
<tr>
<th>Applicant Name</th>
<th>Deepak Saraf</th>
</tr>
</thead>
<tbody>
<tr>
<td>App. No.</td>
<td>SE1000241</td>
</tr>
</tbody>
</table>

**Overall Comments**

Please comment.

**Any Exceptional Quality**

**Company Sponsorship (Financial)** - Add any comments which may be relevant to sponsorship in this area.

- [ ] Yes
- [ ] No
- [ ] Will be known later

<table>
<thead>
<tr>
<th></th>
<th>Poor</th>
<th>Below Average</th>
<th>Average</th>
<th>3.5</th>
<th>Good</th>
<th>Very Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Interview Rating</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication Skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top Mgmt. Potential</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Ex. Quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Remarks - If you feel that the application should be given special consideration (positive or negative) please write your specific reasons here

<table>
<thead>
<tr>
<th></th>
<th>Interviewer 1</th>
<th>Interviewer 2</th>
<th>Interviewer 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signature</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate's Name:</td>
<td>Deepak Saraf</td>
<td>Interviewer's Name:</td>
<td>Date of Interview</td>
</tr>
<tr>
<td>------------------</td>
<td>--------------</td>
<td>---------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Application #:</td>
<td>SE1000241</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Communication:**

1. Comprehension
   - Listens carefully, picks up cues/signals
   - Demonstrates understanding
2. Expression
   - Expresses his thoughts clearly
   - Organizes /frames thoughts well
3. Impactful presentation
   - Fluency/Flair
   - Diction/Pronunciation
   - Language proficiency

**Overall Score**

- [ ] Below Average
- [ ] Average
- [ ] Good
- [ ] Very Good
- [ ] Excellent

**Learnability:**

1. Is curious and explores issues in depth to learn
2. Ability to conceptualize/draw insights
3. Ability to reflect and learn from experiences
4. Reading habits

**Overall Score**

- [ ] Below Average
- [ ] Average
- [ ] Good
- [ ] Very Good
- [ ] Excellent

**Leadership and Management Potential:**

1. Leadership
   - Team building
   - Maturity – not reactive
   - Quality of vision
   - Assuming responsibility
   - Displaying energy/passion
   - Global thinking
2. Management Abilities
   - Effective planning
   - Problem solving abilities (clarity of thought & ability to stay focused, enthusiastic)
3. Achievement Orientation
   - High standards and targets for self
   - Persistence (not give up)

**Overall Score**

- [ ] Below Average
- [ ] Average
- [ ] Good
- [ ] Very Good
- [ ] Excellent

**Work experience Quality:**

1. Complexity of assignments handled (scope of project, people challenges)
2. Variety of demands in assignments
3. Level of uncertainty
4. Global competition faced

**Overall Score**

- [ ] Below Average
- [ ] Average
- [ ] Good
- [ ] Very Good
- [ ] Excellent

Signature of the Interviewer:
Application for admission to
Post Graduate Programme in Management for Senior Executives
2010-11

Mr. Deepak Saraf

App. No. : SE1000241
| Communication:                                                                 | Comments:                                      |
|                                                                              | Good, calm and composed communication           |
| 1. Comprehension                                                            |                                               |
|   • Listens carefully, picks up cues/signals                                |                                               |
|   • Demonstrates understanding                                              |                                               |
| 2. Expression                                                               |                                               |
|   • Expresses his thoughts clearly                                          |                                               |
|   • Organizes /frames thoughts well                                          |                                               |
| 3. Impactful presentation                                                   |                                               |
|   • Fluency/Flair                                                           |                                               |
|   • Diction/Pronunciation                                                   |                                               |
|   • Language proficiency                                                   |                                               |

| Overall Score                                                               | Comments:                                      |
|                                                                              |                                               |
| Learnability:                                                               |                                               |
| 1. Is curious and explores issues in depth to learn                         |                                               |
| 2. Ability to conceptualize/draw insights                                    |                                               |
| 3. Ability to reflect and learn from experiences                            |                                               |
| 4. Reading habits                                                           |                                               |

| Overall Score                                                               | Comments:                                      |
|                                                                              |                                               |
| Leadership and Management Potential:                                        | had a lot ideas to start Ventures              |
| 1. Leadership                                                               |                                               |
|   • Team building                                                           |                                               |
|   • Maturity – not reactive                                                 |                                               |
|   • Quality of vision                                                       |                                               |
|   • Assuming responsibility                                                 |                                               |
|   • Displaying energy/passion                                               |                                               |
|   • Global thinking                                                        |                                               |
| 2. Management Abilities                                                     |                                               |
|   • Effective planning                                                      |                                               |
|   • Problem solving abilities (clarity of thought & ability to stay focused, |                                               |
|     enthusiastic)                                                           |                                               |
| 3. Achievement Orientation                                                  |                                               |
|   • High standards and targets for self                                    |                                               |
|   • Persistence (not give up)                                               |                                               |

| Overall Score                                                               | Comments:                                      |
|                                                                              |                                               |
| Work experience Quality:                                                    |                                               |
| 1. Complexity of assignments handled (scope of project, people challenges)  |                                               |
| 2. Variety of demands/assignments                                           |                                               |
| 3. Level of uncertainty                                                     |                                               |
| 4. Global competition faced                                                 |                                               |

| Overall Score                                                               | Comments:                                      |
|                                                                              |                                               |
| Post Graduate Programme in Management for Senior Executives 2010-11         |                                               |
Application for admission to
Post Graduate Programme in Management for Senior Executives
2010-11

Mr. Deepak Saraf

App. No. : SE1000241
**PGPMA - Form A - Application Shortlisting Form (Shortlisted)**

**Evaluation Details**

<table>
<thead>
<tr>
<th>Name of Applicant</th>
<th>Deepak Saraf</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Number</td>
<td>SE1000241</td>
</tr>
<tr>
<td>Name of Evaluator</td>
<td>Kavita Subramanian</td>
</tr>
<tr>
<td>Shortlist Status</td>
<td>Shortlisted</td>
</tr>
<tr>
<td><strong>Academic Year</strong></td>
<td><strong>2010-11</strong></td>
</tr>
</tbody>
</table>

**Criterion** | **Rating** | **Out of**
--- | --- | ---
**Education (10)** | | |
Degree type | | |
Quality of institution | | |
Grades obtained | | |
**Work Experience (50)** | | |
Career progression/seniority (20) | 14.00 | 20 |
Complexity & challenges of management work handled (20) | 14.00 | 20 |
Exposure | 6.00 | 10 |
Global Exposure/Location | | |
Quality of strategic management and people management exposure | | |
**Personal Qualities (20)** | | |
Written Communication skills (5) | 4.00 | 5 |
Leadership potential/maturity (15) | 13.00 | 15 |
**Contribution to class (10)** | | |
Diversity | | |
Sector/Industry | | |
Function | | |
Organisation type/size | | |
Gender | | |
International passport holder | | |
**Other Assessment (10)** | | |
Impact created on society | | |
Diligence in application completion | | |
Impression from evaluations | | |
**TOTAL ** | 68.00 | 100 |
Rating on scale of 5 (Rating*5/100) | 3.40 | 5 |
**Remarks**
seems an okay candidate, will be able to contribute in class.

**Clarifications to be sought at Interview**
**P3PMAF - Form A - Application Shortlisting Form (Shortlisted)**

<table>
<thead>
<tr>
<th>Evaluation Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Applicant</td>
</tr>
<tr>
<td>Application Number</td>
</tr>
<tr>
<td>Name of Evaluator</td>
</tr>
<tr>
<td>Shortlist Status</td>
</tr>
<tr>
<td>Academic Year</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Rating</th>
<th>Out of</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education (10)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degree type</td>
<td>4.00</td>
<td>10</td>
</tr>
<tr>
<td>Quality of institution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grades obtained</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Work Experience (50)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Criterion</td>
<td>Rating</td>
<td>Out of</td>
</tr>
<tr>
<td>Career progression/venricity (20)</td>
<td>13.00</td>
<td>20</td>
</tr>
<tr>
<td>Complexity &amp; challenges of management work handled (20)</td>
<td>14.00</td>
<td>20</td>
</tr>
<tr>
<td>Exposure</td>
<td>5.00</td>
<td>10</td>
</tr>
<tr>
<td>Global Exposure/Location</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of strategic management and people management exposure</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Personal Qualities (20)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Written Communication skills (5)</td>
<td>4.00</td>
<td>5</td>
</tr>
<tr>
<td>Leadership potential/maturity (15)</td>
<td>12.00</td>
<td>15</td>
</tr>
<tr>
<td><strong>Contribution to class (10)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diversity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sector/Industry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Function</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisation type size</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International passport holder</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other Assessment (10)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impact created on society</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diligence in application completion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impression from evaluations</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>66.00</td>
<td>100</td>
</tr>
<tr>
<td>Rating on scale of 5 (Rating*5/100)</td>
<td>3.30</td>
<td>5</td>
</tr>
</tbody>
</table>

**Remarks**
- Family business and entrepreneurial background. Decent sized business. Good drive.

Clarifications to be sought at Interview
Application for admission to
Post Graduate Programme in Management for Senior Executives

2010-11

Mr. Deepak Saraf

App. No. : SE1000241
**PRELIMINARY INFORMATION SHEET**

Applicant's Name: Deepak Saraf

Age: 41  Gender: Male

### ACADEMIC INFORMATION/EMPLOYMENT INFORMATION

<table>
<thead>
<tr>
<th>Level/Ind</th>
<th>Degree/Title</th>
<th>Univ/Orgn</th>
<th>Inst/Fn</th>
<th>From-To</th>
<th>CGPA/Salary</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor's</td>
<td>Bachelor of Science (Honours) / Business Studies</td>
<td>University of Buckingham</td>
<td>Main Campus, Buckingham</td>
<td>Jan 91-Dec 92</td>
<td>51/100</td>
<td>FT</td>
</tr>
<tr>
<td>Trading / Wholesaling</td>
<td>Director</td>
<td>Himdoot Mercantile Pvt. Ltd.</td>
<td>Trading</td>
<td>Mar 93-Mar 96</td>
<td>INR 120000</td>
<td>FT</td>
</tr>
<tr>
<td>IT Services</td>
<td>Managing Director &amp; CEO</td>
<td>Neo Dynamics Ltd.</td>
<td>Administration</td>
<td>Apr 96-Oct 05</td>
<td>INR 300000</td>
<td>FT</td>
</tr>
<tr>
<td>Retail</td>
<td>Director</td>
<td>Nantra Retailing &amp; Distribution Ltd.</td>
<td>General Management / Corporate</td>
<td>Oct 05-Feb 09</td>
<td>INR 300000</td>
<td>PT</td>
</tr>
<tr>
<td>IT Services</td>
<td>MD &amp; CEO</td>
<td>Neo Dynamics Ltd.</td>
<td>Administration</td>
<td>Oct 05-Nov 09</td>
<td>INR 300000</td>
<td>PT</td>
</tr>
<tr>
<td>E-commerce / Computer-Related Services</td>
<td>Founder &amp; CEO</td>
<td>Neo Retail Ltd.</td>
<td>Business Management / Development</td>
<td>Feb 09-Nov 09</td>
<td>INR 300000</td>
<td>PT</td>
</tr>
<tr>
<td>Warehousing &amp; Logistics</td>
<td>Executive Director</td>
<td>Hindustan Storage &amp; Distribution Co. Ltd.</td>
<td>Development / Fund Raising</td>
<td>Dec 09-Mar 10</td>
<td>INR 300000</td>
<td>FT</td>
</tr>
</tbody>
</table>

Have you ever been dismissed or suspended from college?  □ Yes  □ No

Have you ever failed in any course during college?  □ Yes  □ No

Was there a gap in your education?  □ Yes  □ No

Total Work Experience (as entered by the applicant): 13 Years

Total Full-Time Work Experience (System generated): 12 Years 9 Months

Total Part-Time Work Experience: 8 Years 2 Months

Current Location: Kolkata, India
# RESUME (System Generated)

**Deepak Saraf**  
Kolkata, India  

<table>
<thead>
<tr>
<th>University Of Buckingham</th>
<th>Buckingham, United Kingdom</th>
<th>Dec 1992</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor of Science (Honours) - Business Studies</td>
<td>Dec 1992</td>
<td></td>
</tr>
</tbody>
</table>

## EXPERIENCE

### Himdoot Mercantile Pvt. Ltd. (FT)  
Mar 1993 - Mar 1996, Kolkata, India

**Director**

**Responsibilities:**

1. Explore opportunities for imports & exports
2. Identify buyers & sellers
3. Manage the logistics

**Achievements:**

1. Identified with buyers concerns
2. Managed sourcing & purchase
3. Experienced government / customs issues

### Neo Dynamics Ltd. (FT)  
Apr 1996 - Oct 2005, Kolkata, India

**Managing Director & CEO**

**Responsibilities:**

1. Overall Management
2. Strategy
3. Key Accounts Management

**Achievements:**

1. International marketing in the 1990's
3. Creating international strategic alliances

### Nantra Retailing & Distribution Ltd. (PT)  
Oct 2005 - Feb 2009, Kolkata, India

**Director**

**Responsibilities:**

1. Overall Management
2. Strategy
3. International Brand tie-ups

**Achievements:**

1. Created a scalable model
2. Set up systems & processes
3. Created an niche brand

### Neo Dynamics Ltd. (PT)  
Oct 2005 - Nov 2009, Kolkata, India

**MD & CEO**

**Responsibilities:**

1. Overall Management
2. Strategy
3. Business Development

**Achievements:**

---

Post Graduate Programme in Management for Senior Executives 2010-11
Neo Retail Ltd. (PT)
Founder & CEO
Responsibilities:
1. Vision
2. Team building
3. Growth Strategy
Achievements:
1. Conceptualised, set-up & launched India’s first health, beauty products web store
2. Vendors tie-ups, SCM, Technology & Systems
3. Entered into Private Treaty deal with Bennett Coleman & Co. Ltd.

Feb 2009 - Nov 2009, Kolkata, India

Hindustan Storage & Distribution Co. Ltd. (FT)
Executive Director
Responsibilities:
1. Finance Restructuring
2. Business Restructuring & Development
3. Growth Strategy
Achievements:
1. Formulated Strategy to restructure the business & finances
2. Got the banks & financial institutions to agree for restructuring
3. Identified several & finalised some potential business partnerships

Dec 2009 - Mar 2010, Kolkata, India
BASIC INFORMATION

Name (as it appears on your passport)
Mr Deepak Saraf

Title First Name Middle Name Last Name

Other name under which your previous transcripts have been issued
Deepak Saraf

Name (as you want it to be printed on your certificate)
NA

Reason for difference in name

Country of Citizenship India

Passport Number E 6668284 Passport Expiry 12-Apr-2014

Country of Birth India City of Birth Kolkata

Gender Male Marital Status Married

Date of Birth 14-Dec-1969 Native Language Hindi

Application for academic year beginning 2010-11

Where did you first hear about ISB? Newspaper

How did you come to know about this program? Print Advertisement - The Economic Times

Have you come to know about this program? No

If Yes, which location and which Year

Emergency Contact Information

Shradha Saraf

Name

8B Little Russel Street

Address

Kolkata West Bengal India 700071

City/Town State Country Postal Code

Mobile Phone 91 98300 64601

Country Code Phone

Preferred Interview Location

City of preference Mumbai Current Location Kolkata
**Contact Address**

Email  dsaraf@hotmail.com  
Primary Email  
Alternate Email  dsaraf@sarafcorp.com  

<table>
<thead>
<tr>
<th>Residence Phone</th>
<th>Country Code</th>
<th>Area Code</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>91</td>
<td>33</td>
<td>22822171</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Office Phone</th>
<th>Country Code</th>
<th>Area Code</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>91</td>
<td>33</td>
<td>30530100</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mobile Phone</th>
<th>Country Code</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>91</td>
<td>9830042592</td>
<td></td>
</tr>
</tbody>
</table>

**PREFERED MAILING ADDRESS**

Address Line 1  53 Chowringhee Road  
Address Line 2  
Address Line 3  
City  Kolkata  Postal Code  700071  
State/Province  West Bengal  Country  India

**PERMANENT ADDRESS**

Address Line 1  8B Little Russel Street  
Address Line 2  
Address Line 3  
City  Kolkata  Postal Code  700071  
State/Province  West Bengal  Country  India

**CURRENT OFFICE/WORK ADDRESS**

Address Line 1  53 Chowringhee Road  
Address Line 2  
Address Line 3  
City  Kolkata  Postal Code  700071  
State/Province  West Bengal  Country  India

**ORGANIZATION’S HEADQUARTER ADDRESS**

Address Line 1  53 Chowringhee Road  
Address Line 2  
Address Line 3  
City  Kolkata  Postal Code  700071  
State/Province  West Bengal  Country  India
### TEST SCORES

**GMAT**
- Have you taken the GMAT Test? **No**
- GMAT Appointment Number __________________ Date test taken ________________
- Requested Score Report on __________________
- Have you taken the GMAT more than once? **No**

#### Total score obtained/percentile

<table>
<thead>
<tr>
<th></th>
<th>Verbal</th>
<th></th>
<th>Quantitative</th>
<th></th>
<th>Total</th>
<th></th>
<th>AWA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>Score</td>
<td>% Below</td>
<td>Score</td>
<td>% Below</td>
<td>Score</td>
<td>% Below</td>
<td></td>
</tr>
</tbody>
</table>

Medium of Instruction during Undergraduate Study/Bachelor's Degree **English**

**IELTS**
- Have you taken the IELTS? **NA** Date test taken ________________
- Requested Score Report on __________________

#### Total score obtained

<table>
<thead>
<tr>
<th></th>
<th>Listening</th>
<th></th>
<th>Reading</th>
<th></th>
<th>Writing</th>
<th></th>
<th>Speaking</th>
<th></th>
<th>Overall Band</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOEFL**
- Have you taken the TOEFL? **NA** Date test taken ________________
- Test Type __________________ Requested Score Report on ________________

#### Total score obtained

<table>
<thead>
<tr>
<th></th>
<th>Listening</th>
<th></th>
<th>Speaking</th>
<th></th>
<th>Reading</th>
<th></th>
<th>Essay Rating</th>
<th></th>
<th>Total Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
</tr>
<tr>
<td><strong>EDUCATION INFORMATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Undergraduate Degree</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degree/Certificate Received</td>
<td>Bachelor of Science (Honours)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major/specialization</td>
<td>Business Studies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degree Classification</td>
<td>Business &amp; Management Studies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Country</td>
<td>United Kingdom</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>State Buckinghamshire</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City/Town</td>
<td>Buckingham</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board/University</td>
<td>University of Buckingham</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name of the Institution</td>
<td>Main Campus</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mode of study?</td>
<td>Full - Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dates of Education</td>
<td>Jan 1991 To Dec 1992</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% or CGPA</td>
<td>51 On a scale of 100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Any gap? Explain</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### WORK EXPERIENCE DETAILS

#### ABOUT YOUR LATEST FIRM

Name of Organization: Hindustan Storage & Distribution Co. Ltd.

Industry Classification: Warehousing & Logistics

Total number of employees in your firm (worldwide): 10-99

Kolkata, West Bengal, India

#### ABOUT YOUR LATEST WORK

Type of Employment: Full Time

Are you self-employed? Yes

If yes, do you own more than one firm: No

Date of joining this firm: 01-Dec-2009, To: 15-Mar-2010

Starting annual compensation in this firm: INR 300000

Current/ending compensation in this firm: INR 300000

Current Designation: Executive Director

Team Size: 5

Function: Development / Fund Raising

Employer Activity:

- Bulk liquid warehousing services & multi-modal logistics through sea, road & rail.

Job Responsibilities:

1. Finance Restructuring
2. Business Restructuring & Development
3. Growth Strategy

Job Achievements:

1. Formulated Strategy to restructure the business & finances
2. Got the banks & financial institutions to agree for restructuring
3. Identified several & finalised some potential business partnerships

Name of your supervisor: Mr. Ram Gopal Saraf

Designation of your supervisor: Chairman & Managing Director

Contact phone number of supervisor

<table>
<thead>
<tr>
<th>Country Code</th>
<th>Area Code</th>
<th>Phone</th>
</tr>
</thead>
</table>

Contact email id of your supervisor (official email id only): none

Name of HR head of your unit: None

Contact phone number of HR head

<table>
<thead>
<tr>
<th>Country Code</th>
<th>Area Code</th>
<th>Phone</th>
</tr>
</thead>
</table>

Contact email id of your HR head (official email id only): none
Describe the department/organizational unit for which you are responsible. Relate it to the whole organization in terms of size, scope, and autonomy of responsibility. What human resources, budget, and capital investment are you responsible for? (Maximum 500 words)

I was taken on board this family business in December 2009 and my role was to create a strategy to restructure the finances & business of the company. The Company had a loan of Rs. 36 crores outstanding for which the bank had filed suit with DRT. The Company’s current operations are cash positive but cannot service its interest liabilities, so repayment of loan & rescheduling it was not an option.

The strategy: restructure the existing terminal infrastructure and free up excess land; use part of the land to set up warehouses for dry cargo based on long term lease arrangement - this is in synergy with existing business & will add to the growth of the Company. Sell part of the land for industrial use and undertake joint development to raise funds & repay the bank.
ABOUT YOUR PREVIOUS FIRM

Name of Organization Neo Retail Ltd.
Industry Classification E-commerce / Computer-Related Services
Total number of employees in your firm (worldwide) 10-99
Kolkata West Bengal India
City State Country

ABOUT YOUR PREVIOUS WORK

Type of Employment Part Time
Are you self employed? Yes If yes, do you own more than one firm Yes
Other organization details
Neo Dynamics Ltd.
Neo Lifespaces Pvt. Ltd.
Hindustan Storage & Distribution Co. Ltd.

Date of joining this firm 20-Feb-2009 To 30-Nov-2009
Starting annual compensation in this firm INR 300000
Current/ending compensation in this firm INR 300000
Current Designation Founder & CEO
Team Size 15
Function Business Management / Development
Employer Activity
The Company operates health-shoppe.com India's premier health, beauty, fitness & wellness web store

Reason for leaving
none

Job Responsibilities
1. Vision
2. Team building
3. Growth Strategy

Job Achievements
1. Conceptualised, set-up & launched India's first health, beauty products web store
2. Vendors tie-ups, SCM, Technology & Systems
3. Entered into Private Treaty deal with Bennett Coleman & Co. Ltd.

Name of your supervisor None
Designation of your supervisor none
Contact phone number of supervisor
Country Code Area Code Phone
Contact email id of your supervisor (official email id only)
Name of HR head of your unit
Contact phone number of HR head
Country Code Area Code Phone
Contact email id of your HR head (official email id only)
Describe the department/organizational unit for which you are responsible. Relate it to the whole organization in terms of size, scope, and autonomy of responsibility. What human resources, budget, and capital investment are you responsible for? (Maximum 500 words)

As the Founder & CEO of health-shoppe.com my vision was to be the leading health, beauty, fitness & wellness retailer in India; the focus was to make available quality health & beauty products to our customers in a convenient & cost effective method that was reliable.

My primary responsibility was to build a core team to turn my vision into reality; this involved a lot of learning and unlearning for the team members and as a start up on a shoe string budget we all had to do a lot of multi-tasking.

The team size is 15 members and the Company was formed with an initial capitalization of only Rs. 1 crore. The business has been valued by Bennett Coleman & Co. Ltd. at Rs. 32 crores, pre-money and they signed a Rs. 12 crore, private treaty deal with the company. I have appointed a professional CEO to manage the Company’s day-to-day operations.
ABOUT YOUR PREVIOUS FIRM

Name of Organization  Neo Dynamics Ltd.
Industry Classification  IT Services
Total number of employees in your firm (worldwide)  10-99

Kolkata  West Bengal  India
City  State  Country

ABOUT YOUR PREVIOUS WORK

Type of Employment  Part Time
Are you self employed?  Yes  If yes, do you own more than one firm  Yes

Other organization details
Hindustan Storage & Distribution Co. Ltd.
Neo Retail Ltd.
Nantra Retailing & Distribution Ltd.

Date of joining this firm  25-Oct-2005  To  30-Nov-2009
Starting annual compensation in this firm  INR  300000
Current/ending compensation in this firm  INR  300000

Current Designation  MD & CEO
Team Size
Function  Administration
Employer Activity  Enterprise Solutions (incl. ERP), Web Solutions & Business Consulting

Reason for leaving  none

Job Responsibilities
1. Overall Management
2. Strategy
3. Business Development

Job Achievements
1.
2.
3.

Name of your supervisor  None
Designation of your supervisor  none
Contact phone number of supervisor

Contact email id of your supervisor (official email id only)

Name of HR head of your unit
Contact phone number of HR head

Contact email id of your HR head (official email id only)
Describe the department/organizational unit for which you are responsible. Relate it to the whole organization in terms of size, scope, and autonomy of responsibility. What human resources, budget, and capital investment are you responsible for? (Maximum 500 words)

already mentioned in the other part of work experience mentioned for this company.
### ABOUT YOUR PREVIOUS FIRM

**Name of Organization**: Nantra Retailing & Distribution Ltd.  
**Industry Classification**: Retail  
**Total number of employees in your firm (worldwide)**: 10-99  
**Kolkata**  
**West Bengal**  
**India**

### ABOUT YOUR PREVIOUS WORK

**Type of Employment**: Part Time  
**Are you self employed?** Yes  
**If yes, do you own more than one firm?** Yes  
**Other organization details**: Neo Dynamics Ltd.  
**Date of joining this firm**: 25-Oct-2005  
**To**: 19-Feb-2009  
**Starting annual compensation in this firm**: INR 300000  
**Current/ending compensation in this firm**: INR 300000  
**Current Designation**: Director  
**Team Size**

**Function**: General Management / Corporate  
**Employer Activity**: Niche health & beauty products retailer.  
**Reason for leaving**: None  
**Job Responsibilities**
1. Overall Management  
2. Strategy  
3. International Brand tie-ups  
**Job Achievements**
1. Created a scalable model  
2. Set up systems & processes  
3. Created an niche brand

**Name of your supervisor**: None  
**Designation of your supervisor**: None  
**Contact phone number of supervisor**

**Contact email id of your supervisor (official email id only)**

**Name of HR head of your unit**

**Contact phone number of HR head**

**Contact email id of your HR head (official email id only)**
Describe the department/organizational unit for which you are responsible. Relate it to the whole organization in terms of size, scope, and autonomy of responsibility. What human resources, budget, and capital investment are you responsible for? (Maximum 500 words)

Nantra Retailing & Distribution Ltd. was promoted by me in 2006 to open a chain of niche health & beauty retail stores. We branded the retail chain with the generic name of Health Shoppe and trademarked the name for India. We opened 2 stores and operated 3 shop-in-shop’s in Kolkata with the intention of rolling out the model nationwide.

To provide our customers with niche & earlier unavailable products in the country, we tied up with about 13 niche international brands to import and distribute their products in the country. Apart from retailing the products through our own stores, a select range was also distributed for retail through other stores, such as Hypercity, Spencers, Lifespring, Nice & Fresh & C3.

Based on our experience with operating the physical stores as well as IT, we decided, in late 2008, to move our model online which would allow us to serve customers nationwide much more efficiently while providing them a much larger choice of brands & products. We realized that given the penetration of affordable & reliable internet, online shopping will be the way people shop for health & beauty products and took the decision to transform our business & delivery model.
ABOUT YOUR PREVIOUS FIRM

Name of Organization: Neo Dynamics Ltd.
Industry Classification: IT Services
Total number of employees in your firm (worldwide): 10-99

Kolkata, West Bengal, India

ABOUT YOUR PREVIOUS WORK

Type of Employment: Full Time
Are you self employed? Yes [ ] If yes, do you own more than one firm? No [ ]
Date of joining this firm: 01-Apr-1996 To 24-Oct-2005
Starting annual compensation in this firm: INR 300000
Current/ending compensation in this firm: INR 300000
Current Designation: Managing Director & CEO
Team Size:
Function: Administration
Employer Activity: Enterprise Solutions (incl. ERP), Web Solutions & Business Consulting

Reason for leaving:
none

Job Responsibilities
1. Overall Management
2. Strategy
3. Key Accounts Management

Job Achievements
1. International marketing in the 1990's
3. Creating international strategic alliances

Name of your supervisor: None
Designation of your supervisor: None
Contact phone number of supervisor: 
Contact email id of your supervisor (official email id only): 
Name of HR head of your unit:
Contact phone number of HR head: 
Contact email id of your HR head (official email id only): 

Describe the department/organizational unit for which you are responsible. Relate it to the whole organization in terms of size, scope, and autonomy of responsibility. What human resources, budget, and capital investment are you responsible for? (Maximum 500 words)

As the promoter & MD of the Company, I had overall responsibility. The Company team size varied from 10 - 100 at various periods of time depending on the business requirements.

During the course of the 13 years, we have worked with international & domestic clients on legacy (mainframe) systems, client server architecture, enterprise solutions (both bespoke & branded) & web solutions; while most of our customers were end users, some were service providers. We also provided IT education & developed & marketed several software products.

The Company's Paid-up Capital is Rs. 11 crores approximately.
ABOUT YOUR PREVIOUS FIRM

Name of Organization: Himdoot Mercantile Pvt. Ltd.
Industry Classification: Trading / Wholesaling
Total number of employees in your firm (worldwide): < 10

City: Kolkata  State: West Bengal  Country: India

ABOUT YOUR PREVIOUS WORK

Type of Employment: Full Time
Are you self-employed? Yes  If yes, do you own more than one firm? Yes

Other organization details:

exposure in other family (group) businesses

Date of joining this firm: 01-Mar-1993  To: 31-Mar-1996
Starting annual compensation in this firm: INR 120000
Current/ending compensation in this firm: INR 120000

Current Designation: Director
Team Size: 
Function: Trading

Employer Activity:
International Trade

Reason for leaving:

Job Responsibilities:
1. Explore opportunities for imports & exports
2. Identify buyers & sellers
3. Manage the logistics

Job Achievements:
1. Identified with buyers concerns
2. Managed sourcing & purchase
3. Experienced government / customs issues

Name of your supervisor: Mr. R G Saraf
Designation of your supervisor: Group Chairman

Contact phone number of supervisor: 

Contact email id of your supervisor (official email id only): 

Name of HR head of your unit:
Contact phone number of HR head:

Contact email id of your HR head (official email id only): 

Describe the department/organizational unit for which you are responsible. Relate it to the whole organization in terms of size, scope, and autonomy of responsibility. What human resources, budget, and capital investment are you responsible for? (Maximum 500 words)

I was just out of college and had the opportunity to experience work environments & cultures of some of the family/group businesses during the first few years, which included, warehousing & logistics, non-ferrous manufacturing, passenger water transport, hotels & tea gardens. I explored International Trade opportunities and exported Rice, Tea & Jute products before foraying into IT.
ESSAYS

Essay 1

What has been your most significant achievement to date? Please explain why you consider it to be so.

On completing my graduation, and after exposure to some of the family businesses for a few years, in 1996, at the age of 26, I promoted my first independent venture, an IT services company. At that time, most business people did not understand what software was and I was frequently asked, if I was manufacturing floppy disks. I did not have a technical background and identified an American business partner with responsibility for business development and operations management.

We had identified, based on Gardner and Forester Research reports, and fuelled by Y2K fears & Euro conversion needs, mainframe software reengineering work as the low hung fruit and as a good entry point into the US & European markets. We set up our development center at Technopark, Trivandrum, a world-class facility - which also had a ready source of trained manpower nearby at ER&DC, 2 marketing offices in the East & West Coast of USA and an office in UK to handle Europe. More than 18 months & a million dollars later we were yet to get our first order; the clock was ticking and monthly expenses for the leased line connectivity itself was in excess of Rs. 10 lacs pm. Apart from the seed capital available to me, I had borrowed from friends & family to set up & keep the business running... I was having sleepless nights.

Inspite of the many leads that we generated at conferences, we were not converting any customers; I knew that offshore outsourcing was still a new concept but Indian companies all around us, some with similar or lesser infrastructure, were starting to get customers. The hard realization was that my partner though technically sound, was not right for procuring business. Almost hurrledy and as an eventuality I was obliged to don the business development cap and started making marketing trips and presentations on my own. I was petrified initially but got my wits together and was able to get my first breakthrough a few months later, when I clinched an order from a German IT company for reengineering the code for a utility company in the city of Leverkusen, Germany.

For me this was a most significant achievement because it required me as an inexperienced entrepreneur, to overcome my fears and take up the challenge of marketing things I little understood in an unfamiliar market and deliver solutions that met, if not exceeded, customer's expectations. It was also a most significant achievement because although the order value was only US$ 100,000 it gave us an opportunity to showcase work done and get additional customers. In effect this breakthrough allowed not only to survive but also move forward... in absence of which I would have been unable to meet my commitments to my team members & financiers and would have had to look at my family to bail me out. This event was the starting point for me to feel more confident about myself, live life on my terms & pursue my dreams unhindered.
Essay 2
What is your motivation to pursue an Post Graduate Program In Management for Senior Executives?

Although the story about the Eagle's rebirth at 40 may be a myth, I would like to use it as an allegory to describe my motivation to pursue a quality Post Graduate Program in Management or an Executive MBA course.

At 40, I have had my share of experiences as an entrepreneur in promoting & running several start-up ventures; I have always found myself doing things differently & unconventionally when compared to my peers and my experiences during my journey so far, have been unique too, though not always the way I envisaged the end result. Although I have not been able to grow any of my companies into large businesses, as I would have desired, I've pursued my dreams and run my businesses with passion and the experiences have left me wiser and ready for a new innings.

I have recently taken on executive responsibility for managing a family business involved in warehousing & logistics and am also actively working on a new business venture to do with fractional ownership of real estate based products such as serviced apartments. I have been working on an innovative idea for running fractionals that is unique and have had the idea vetted by one of the world's leading fractional consultants based in the US. I am now pursuing a patent application to protect the idea.

These new businesses will have their set of challenges and a structured education program taught by world-class & experienced faculty will provide me the tools I need to progress the ideas I have into reality. A Post Graduate Program that allows me to continue working while I pursue the course will allow me to learn while pursuing my professional commitments.

I am feeling the need to hone my skills to add to what I have learnt during the course of my journey thus far. I realize that I need to absorb a host of new skills that will prepare me better for things to come. Equally important is the fact that I feel the need to unlearn & change some of the ways that I have been doing things in the past that may be coming in the way of my achieving clarity and success.

Apart from the structured learning, an equally important aspect of my wanting to pursue a Post Graduate Program for senior executives is that it will give me the opportunity to meet & network with people from diverse backgrounds & experiences that shall enrich me and give me a fresh perspective to the way I look at things and view life. I also hope to make new friends, as I believe that there is no place better than in school for that.
Essay 3
You have been asked to be a part of ISB's PGPMAX admissions committee. What are the criteria for selection you would use to admit participants to this programme and why?

Those wishing to pursue the program for senior executives will need to have an appropriate and preferable prior level of work experience in order to participate effectively. Although intelligence and educational background is necessary for any senior course, a course at the stated level demands a competent level of participation that comes through shared experience. The level of the program and that of its faculty and participants demands a higher degree of experience necessary for all aspects of the program to gel into each other.

For it to be a fulfilling experience, apart from the minimum qualification & work experience required, one of the key components would have to be the commitment & active level of participation from all members on the course. The course being structured in a way that apart from requiring classroom interaction for 6 days, every 6 weeks, it also requires online interaction between groups pursuing specific case study based projects. As such, the participation of everyone in the class would be an important aspect of the course. It is therefore important to evaluate and select a participant carefully before he/she is enrolled.

It would be equally important to take in candidates from diverse backgrounds & experience; this would provide for rich, thought provoking, insightful discussion & debate of differing perspectives & view points. I would also give importance to the quality & variety of experience available. Having a global outlook if not experience would be important in the context of universal application.

It would also be important to ascertain a candidate's personal objective in participating and to determine how his/her experience & background fits into the course content & structure to avoid any disconnect or disappointment later.

If possible, I would like to ensure the candidates selected have an appropriate level of mental stamina & perseverance to last the course, as that will have an important bearing on the team's success through the continuity of contribution and participation. In this regard, the evaluations can be an important tool in providing insight into the candidate while the essays would provide a mirror into his/her mind. If these tools provide the right inputs, the personal interview will be important in determining and confirming the candidate's suitability to the program as well as his/her capability to add value to the other members pursuing it.
Additional Information

Please list any other attributes, achievements (professional or personal), awards, extra-curricular activities or activities outside workplace which you feel would add value to your application.

During school & in college, I have participated in a few debates, plays and sports activities. In class XI & XII, I was House Captain & Honorary Prefect (second to the head-boy) respectively. I was also an active member of the Indian Society at University of Buckingham and played an important role in organizing the Diwali event there.

I enjoy swimming & horse riding and about 18 months ago took up Taekwondo and am one step away from being a black belt. I love nature & photography and had I not been pursuing business as a profession, I would probably have wanted to be a photographer with the National Geographic.

The one thing that I would like to express here, and that gave me immense satisfaction, is about a fund-raiser that I did as part of the Rotary Club that I belong to.

I am a member of the Rotary Club of Calcutta Chowrenghee and it has about 50 members from diverse fields and backgrounds. The club has been doing some good social work in the areas of healthcare, education & social upliftment over the last decade. One of the club’s projects is called the Gift of Life, which is for pediatric heart surgery, each costing about Rs. 1.25 lacs and subsidized to Rs. 50,000 by a particular hospital for the social cause. The club’s primary fund-raiser has been an exhibition event called Parampara, which raises about Rs. 7-8 lacs per annum; apart from this the club seeks donations & contributions from members and other charities / trusts to pursue its causes.

2 years ago, I proposed to the club members that we do a raffle draw event as a fund-raiser, wherein the first prize would be a BMW car. The initial reaction was that the project was too ambitious and would be quite risky for a charitable organization.

It took considerable persuasion, some ingenious financial structuring wherein some of the members underwrote the risk (for benefit) in case of non-sale of the tickets, and active support of key members for us to be able to undertake the fund-raiser event. The event was hugely successful and raised enough money for us to undertake in excess of 100 pediatric heart surgeries for congenital disorders. I was later informed that the fund-raiser was probably one of the largest by a Rotary Club in India and the club’s efforts were given special mention & appreciation during the opening of the Rotary Club District Conference that year.

Apart from the satisfaction of doing something for a cause, I thoroughly & especially enjoyed the experience of not only enlisting everyone’s support & getting most of the members to buy into the idea but that of the challenge of neutralizing the nay-sayers so that the project could be approved by the Board and taken up as a fund-raiser. I guess it would not be out of place to reflect upon the interpersonal skills that are innate in me.
# RECOMMENDATIONS

You are required to submit two letters of recommendation from professional contacts, ideally your immediate supervisors (one current supervisor and one ex-supervisor).

Please list the details of persons from whom you are seeking letters of recommendation.

## RECOMMENDATION 1 - Online

<table>
<thead>
<tr>
<th>Person’s Name</th>
<th>Arvind Kajaria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designation</td>
<td>Managing Director</td>
</tr>
<tr>
<td>Address Line 1</td>
<td>502 A, Prathamesh</td>
</tr>
<tr>
<td>Address Line 2</td>
<td>Raghuvanshi Mills Compound</td>
</tr>
<tr>
<td>Address Line 3</td>
<td>Senapati Bapat Marg, Lower Parel</td>
</tr>
<tr>
<td>City</td>
<td>Mumbai</td>
</tr>
<tr>
<td>Postal Code</td>
<td>400013</td>
</tr>
<tr>
<td>State/Province</td>
<td>Maharashtra</td>
</tr>
<tr>
<td>Country</td>
<td>India</td>
</tr>
<tr>
<td>Contact Phone</td>
<td>91 22 24912123</td>
</tr>
<tr>
<td>Fax No</td>
<td>91 22 24903123</td>
</tr>
<tr>
<td>Mobile Phone</td>
<td>91 9830030361</td>
</tr>
<tr>
<td>Email ID</td>
<td><a href="mailto:arvind@123greetings-inc.com">arvind@123greetings-inc.com</a></td>
</tr>
</tbody>
</table>

## RECOMMENDATION 2 - Online

<table>
<thead>
<tr>
<th>Person’s Name</th>
<th>Kishore Sengupta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designation</td>
<td>Faculty</td>
</tr>
<tr>
<td>Address Line 1</td>
<td>Insead Campus</td>
</tr>
<tr>
<td>Address Line 2</td>
<td></td>
</tr>
<tr>
<td>Address Line 3</td>
<td></td>
</tr>
<tr>
<td>City</td>
<td>Fountainbleau</td>
</tr>
<tr>
<td>Postal Code</td>
<td></td>
</tr>
<tr>
<td>State/Province</td>
<td></td>
</tr>
<tr>
<td>Country</td>
<td>France</td>
</tr>
<tr>
<td>Contact Phone</td>
<td>33 1 60724406</td>
</tr>
<tr>
<td>Fax No</td>
<td>0</td>
</tr>
<tr>
<td>Mobile Phone</td>
<td>33 675099242</td>
</tr>
<tr>
<td>Email ID</td>
<td><a href="mailto:kishore.sengupta@insead.edu">kishore.sengupta@insead.edu</a></td>
</tr>
</tbody>
</table>
PROFICIENCY

AREAS OF MANAGEMENT
Please assess your proficiency in the following areas. This information may be used to form study groups.

<table>
<thead>
<tr>
<th>Area of Expertise</th>
<th>Little</th>
<th>Average</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management Information Systems</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Production/Operations Management</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisation Behaviour</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quantitative Skills</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manpower/Industrial Relations</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managerial Economics</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations Research</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Management/Policy Formulation</td>
<td></td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

COMPUTER PROFICIENCY
Students enrolling in this program are expected to have working familiarity with word processing and spreadsheet software such as Microsoft Word and Excel.

Do you have such proficiency? [ ] Yes [ ] No

The program will require knowledge of MS Office particularly Excel, Word & Outlook in addition to how to operate a PC. It is advised to refresh your knowledge of these software before start of the program.
DECLARATION

Have you ever been convicted of any crime(s) of violence, dishonesty, or any crime(s) against properties involving the threat of violence?  □ Yes  ☑ No

Have you been charged/convicted of any disciplinary crime at work place?  □ Yes  ☑ No

1. I understand that during participation in the program, I will be free of other duties on class days and will not be absent for any reason.
2. I hereby certify that I have provided all accurate and complete information in this application.
3. I authorise all persons or entities to provide any relevant information in their possession to the Indian School of Business in considering me for admission or verifying my credentials for admission, and I expressly waive any required notice to me.
4. I understand and agree that any misrepresentation or omission of facts in my application will justify the denial of admission, the cancellation of admission, or expulsion.
5. This application is my honest statement to the Admission Committee.
6. I authorize ISB to use my data to carry out checks on multiple applications and checks on records of previous studies as a student in other institutions.
7. I understand that, upon my registration in the program this data will become part of my student record. That student record may be used for a number of academic and administrative purposes consistent with the mission of the ISB, including academic advising, program planning and evaluation, checks for concurrent registration at other institutions etc.

Signature of Applicant

Place  Date: 15-Mar-2010
Copy of the passport (showing your name, passport number, date of birth & nationality)

Bharat Ganarajya
Republic of India

P
IND
E6668284

SARAF

DEEPAK

INDIAN

M
14/12/1969

KOLKATA

KOLKATA

13/04/2004
12/04/2014

E6668284<8IND6912141M1404122<>
The University of Buckingham

This is to certify that Deepak Saraf has been admitted to the Degree of Bachelor of Science having followed the prescribed course of studies in Business Studies and has been awarded Honours in the Third Class.

20th, February 1993

VICE-CHANCELLOR

REGISTRAR
# Bachelor's Marks Sheet

**THE ACADEMIC RECORD OF**

**Deepak SARAF**

<table>
<thead>
<tr>
<th>IDENTITY NUMBER:</th>
<th>2500/0</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEGREE AWARDED:</td>
<td>Bachelor of Science</td>
</tr>
<tr>
<td>CLASS OF DEGREE</td>
<td>Third Class</td>
</tr>
<tr>
<td>DATE OF GRADUATION:</td>
<td>20 February 1993</td>
</tr>
<tr>
<td>PROGRAMME OF STUDIES:</td>
<td>Business Studies</td>
</tr>
<tr>
<td>DATE OF FIRST REGISTRATION:</td>
<td>January 1991</td>
</tr>
<tr>
<td>COMMENTS:</td>
<td>Course completed in December 1992.</td>
</tr>
</tbody>
</table>

### EXAMINABLE COURSES:

<table>
<thead>
<tr>
<th>Course</th>
<th>Unit Value</th>
<th>Pass/Fail</th>
<th>Mark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preliminary Examination</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introduction to Accounting</td>
<td></td>
<td>Pass</td>
<td>41</td>
</tr>
<tr>
<td>Introduction to Business</td>
<td></td>
<td>Pass</td>
<td>66</td>
</tr>
<tr>
<td>Mathematical Methods</td>
<td></td>
<td>Pass</td>
<td>68</td>
</tr>
<tr>
<td>Principles of Economics</td>
<td></td>
<td>Pass</td>
<td>50</td>
</tr>
<tr>
<td>Introduction to Computing</td>
<td></td>
<td>Pass</td>
<td>61</td>
</tr>
<tr>
<td>Statistical Methods and Sources</td>
<td></td>
<td>Pass</td>
<td>40</td>
</tr>
<tr>
<td>Part I Examination</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Behaviour in Organisations II</td>
<td></td>
<td>Pass</td>
<td>43</td>
</tr>
<tr>
<td>Marketing Management</td>
<td></td>
<td>Pass</td>
<td>45</td>
</tr>
<tr>
<td>Production Operations Management</td>
<td></td>
<td>Pass</td>
<td>52</td>
</tr>
<tr>
<td>Management Accounting</td>
<td></td>
<td>Pass</td>
<td>44</td>
</tr>
<tr>
<td>Part II Examination</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Policy</td>
<td></td>
<td>Pass</td>
<td>46</td>
</tr>
<tr>
<td>Law for Business</td>
<td></td>
<td>Pass</td>
<td>46</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td></td>
<td>Pass</td>
<td>32</td>
</tr>
<tr>
<td>Managerial Problem Solving</td>
<td></td>
<td>Pass</td>
<td>52</td>
</tr>
<tr>
<td>Service Industry Management</td>
<td></td>
<td>Pass</td>
<td>52</td>
</tr>
<tr>
<td>Industrial Relations</td>
<td></td>
<td>Pass</td>
<td>60</td>
</tr>
<tr>
<td>Money and Banking</td>
<td></td>
<td>Pass</td>
<td>58</td>
</tr>
<tr>
<td>Supporting Course</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Japanese for Beginners</td>
<td></td>
<td>Pass</td>
<td>72</td>
</tr>
</tbody>
</table>

**TRANSCRIPT ISSUED: 9 MARCH 2010**

**REGISTRY**

**Buckingham MK18 1EG**

**Phone:** +44 (0) 1280 814080

**Academic Registrar**

This transcript is valid only if it bears the stamp of The University of Buckingham.
Bachelor's Marks sheet - Deepak_Saraf mark sheet back

ACADEMIC RECORD: EXPLANATORY NOTES

In common with other British universities, the University of Buckingham does not publish official details of class positions. Degrees are awarded with Honours in the following classifications:

- First Class
- Second Class, Upper Division
- Second Class, Lower Division
- Third Class.

A candidate who narrowly fails to attain Honours may be awarded a Pass Degree. Strict regulations govern the extent to which failed papers may be 'carried' in the degree.

In awarding degrees, the Board of Examiners has regard to the pattern of each candidate's performance over all subjects; there is no simple numerical formula. However, the following marks are generally regarded as being equivalent to the various classifications. For ease of comparison, corresponding ECTS grades are also presented:

<table>
<thead>
<tr>
<th>UK Grades</th>
<th>ECTS Grades and Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A EXCELLENT</td>
<td>outstanding performance with only minor errors</td>
</tr>
<tr>
<td>B VERY GOOD</td>
<td>above the average standard but with some errors</td>
</tr>
<tr>
<td>C GOOD</td>
<td>generally sound work with a number of notable errors</td>
</tr>
<tr>
<td>D SATISFACTORY</td>
<td>fair but with significant shortcomings</td>
</tr>
<tr>
<td>E SUFFICIENT</td>
<td>performance meets the minimum criteria</td>
</tr>
<tr>
<td>Fx - FAIL</td>
<td>some more work required before the credit can be awarded</td>
</tr>
<tr>
<td>FAIL</td>
<td>considerable further work is required</td>
</tr>
</tbody>
</table>

Study and Contact Hours

Courses normally carry a unit value of 15 or 30 units depending upon whether they are a one-term or two-term course. The standard adopted by the University of Buckingham is based on the UK Credit and Accumulation System; One unit = 1 CAT point = 10 hours of study, equating to an average of 45 hours study per week for an undergraduate student studying courses with a total value of 45 units per term. The minimum contact hours per 15 unit per term should normally be 3 hours per week.

In order to obtain a degree a candidate must have attended and been examined in courses representing 360 units and with a minimum of 300 credits. 15 credits represent the successful completion of a 1-term course and correspond to 7.5 ECTS Credits. 30 credits represents the successful completion of a 2 term course and corresponds to 15 ECTS Credits.

# Denotes a paper has been taken for professional purposes only and has no influence on the final classification.

(C) Denotes that a failed paper has been condoned.

Correlates of a failed paper can only apply to a marginal Preliminary Examination failure, which does not count towards the student’s overall classification and where there is compensating strength in the other preliminary papers.

(r) Denotes a Re-sit.

Under the University's regulations no student is eligible to achieve a mark higher than a Pass at re-sit. Although the actual mark achieved in a re-sit examination will appear on the student transcript in a footnote, only a mark of 40% will have been used for the purposes of classification and calculating the student’s overall aggregate.

(rh) Denotes a paper, previously failed, allowed to be re-sit for honours marks (not capped at 40% for the purposes of classification and calculating the student’s overall aggregate.)

(+R) Denotes a substitution for a failed paper

In some circumstances a student may be allowed to offer another paper by way of substitution for an earlier failure. Where this is allowed the rules relating to Re-sit examinations [(r) above] apply.

Registry Officer
Revised November 2007
## INDIAN INCOME TAX RETURN ACKNOWLEDGEMENT

**Assessment Year 2009-10**

<table>
<thead>
<tr>
<th>Name</th>
<th>PAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEEPAK SARAF</td>
<td>ALKPS3561M</td>
</tr>
</tbody>
</table>

### Personal Information
- **Flat/Door/Block No:**
- **Name Of Premises/Building/Village:**
- **Road/Street/Post Office:**
- **Area/Locality:**
- **NANDALAL BOSE SARANI:** MIDDLETOWN ROW
- **Town/City/District:**
- **State:** WEST BENGAL
- **Pin:** 700071
- **Status (full the code):** INDI

### Designation of A.O (Ward/Circle):**
- **ICIT CEN CIR 4/XXVII, KOL/DLC/CC/74/27**

### E-Filing Acknowledgement Number:
- **02644371310709**

### Submitted Date:
- **31-07-2009**

### Details:

1. **Gross total income:**
2. **Deductions under Chapter VI-A:**
3. **Total Income:**
4. **Interest payable:**
5. **Total tax and interest payable:**
   - **Advance Tax:**
   - **TDS:**
   - **TCS:**
   - **Self Assessment Tax:**
   - **Total Tax Paid (7a + 7b + 7c + 7d):**
6. **Tax Payable (6-7d):**
7. **Refund (7e-6):**
8. **Value of Fringe Benefits:**
9. **Total fringe benefit tax liability:**
10. **Total interest payable:**
11. **Total tax and interest payable:**
12. **Taxes Paid:**
   - **Advance Tax:**
   - **Self Assessment Tax:**
   - **Total Tax Paid (14a + 14b):**
13. **Tax Payable (13-14c):**
14. **Refund:**

---

This return has been digitally signed by DEEPAK SARAF in the capacity of having PAN ALKPS3561M from 3P Address 222.163.182.91 on 31-07-2009 at KOLKATA

**Disc Sd:** 94281864714857329472729/ST=AP,
**Email Address:** admin@ics.ca.tcs.co.in, L=Hyderabad, C=IN

---

**Application Number:** SE1000241

---

**Post Graduate Programme in Management for Senior Executives 2010-11**
Résumé: Deepak Saraf

Brief Background:

Deepak is an entrepreneur and has to his credit several start-ups. He belongs to a business family from India with interests in Warehousing & Logistics, Infrastructure, Real Estate, Non-Ferrous manufacturing, Medical Third Party Administration, Information Technology and e-Commerce.

He is a Graduate in Business Studies from the University of Buckingham and has over 10 years of work experience in IT, Retail, Trade and Warehousing & Logistics.

Deepak is the Executive Director of Hindustan Storage & Distribution Co. Ltd., one of the largest bulk liquid warehousing facilities in Eastern India. In the past he has promoted and managed an IT services company and has founded India’s first focused health & beauty products web store.

Deepak currently lives in Kolkata with his wife, a fashion designer and two beautiful young daughters, aged 6 & 8 and spends considerable time with them over the weekends.

He enjoys meeting people and making new friends. He also enjoys swimming and pursues martial arts for physical fitness. He is an avid reader and enjoys both fiction & non-fiction.

Deepak also enjoys traveling & has traveled overseas extensively for work and pleasure.

Other Personal & Contact Information:

Date of Birth: 14th December 1969
Office Address: 53 Chowringhee Road, Kolkata 700071, India
Phone: +91 33 3053 0100; Fax: +91 33 3053 0099
Residence Address: 8B Little Russel Street, Kolkata 700071, India
Phone: +91 33 2202 2171
Mobile: +91 98300 42592; Email: dsaraf@sarafcorp.com
GUIDELINES FOR ADMISSION TO THE
POST GRADUATE PROGRAMME IN MANAGEMENT FOR SENIOR EXECUTIVES
AT THE INDIAN SCHOOL OF BUSINESS

APPLICATION ELIGIBILITY

BACHELOR'S DEGREE
The applicant must have been conferred a Bachelor's degree or equivalent. Professional certifications which are considered equivalent by ISB include those granted by Institute of Chartered Accountant of India (ICAI), Institute of Cost and Works Accountants (ICWA), Chartered Financial Analysts (CFA), Chartered Institute of Management Accountants (CIMA) and Chartered Institute of Marketing (CIM). Persons not meeting these requirements and holding other qualifications must get equivalence certificate from World Education Services www.wes.org) to be considered for admission. In case of any doubt please clarify from the programme office before submission of your application.

WORK EXPERIENCE
The minimum work experience requirement for application is 10 years of full-time work experience after completion of undergraduate degree.

ENGLISH PROFICIENCY
Applicants whose undergraduate level education was taught in English do not need to submit any proof of English proficiency. For others i.e. where language of instruction at undergraduate level was not English it is required that they submit either their TOEFL or IELTS scores to ISB.

GRADUATE MANAGEMENT ADMISSIONS TEST
The GMAT is not required for admission. However, applicants are encouraged to submit the GMAT scores.

APPLICATION FEE
A non-refundable application fee of INR 10,000 or USD 200 has to be paid via credit card or internet banking.

COMPLETE APPLICATION
A complete application is defined as consisting of the following:
1. Application Form – with all fields completed
2. One Passport Size Color Photograph
3. One Business Card
4. Latest resume
5. Copy of Passport
6. Copy of Income Proof
7. Copies of Mark sheets/Transcripts & Degrees (Certified True Copies or Official Transcripts)
8. Two Recommendation Letters
9. Application Fee of Rs. 10,000 or USD 200

STEP 1 - COMPLETING THE ONLINE APPLICATION
- The ISB online application need not be completed in one single session.
- You may save your data entered and go back to modify it any number of times before you finally submit the application.
- Please ensure that all the modifications are carried out before submission.
- It is recommended that you look at the print preview, take a print and proof read the entire application, paying special attention to dates, designations, salary figures, email id, contact information, spelling errors etc., before you submit the application.
- Any change/update which happens after submission (like change of employment or address) has to be conveyed via e-mail to pgpm@isb.edu. Please include your name and application number in all your correspondence.
**NOTES**

- **Inactivity:** A certain period of inactivity will log you out from the application system and you will lose all unsaved data. Please try and ensure that you save your data at regular intervals.

- **Photograph:** A latest scanned/digital color photograph (not taken more than 3 months back) needs to be uploaded as a part of the application. The photograph has to be 450 pixels by 375 pixels (height x width) with the face covering majority of the space. Any photo studio will be able to make a photograph with these specifications.

- **Scanned Documents:** Several scanned documents need to be uploaded as a part of the application. Please ensure that you follow the following instructions while scanning:

- **Business Card:** Please upload a scanned copy of your current business card in the space provided.

- **Resume:** Please upload a scanned or a soft copy of your latest resume in the space provided. The formats accepted are PDF or MS WORD.

- **Passport:** Please upload scanned copies of the pages of your passport which show your name, nationality, date of birth, date & place of issue of passport, date of expiry and passport number.

- **Education details:** If you just have a diploma and which according to you is equivalent of a Bachelor's Degree, you will need to obtain an equivalence certificate from the respective university or from World Education Services, USA. The onus of providing this lies totally with you. ISB's decision on accepting the proof provided as valid or not is final.

- **Academic documents:** Please upload scanned copies of the Bachelor's education mark sheets and degree certificates. Documents pertaining to other academic qualifications, if deemed necessary, can also be uploaded.

- **Employment details:** Please make sure that there is no clash of employment period with any full-time academic programme that you have undergone. If either of them is part-time or the academic programme is online or correspondence please ensure that you have chosen the appropriate mode in the education details. If, in doubt, please contact the program office for clarity.

- **Proof of Income:** Please upload a scanned copy of your income proof in the space provided. The proof could be your appointment letter, salary slip, income tax return or any other with prior permission of the program office in case of any doubt.

- **Awards received:** You need not submit any proof of awards received along with the application. If required, ISB may ask you to bring the original certificates/proof of these awards at the time of registration.

- **Evaluations:** Please make sure that you start the process for obtaining evaluations/recommendations in the ISB format as soon as possible since it takes some time for your evaluators to complete and submit the same. The evaluations need to reach the ISB by the application deadline.

- **GMAT score:** GMAT is not a required test. However, should you wish to submit your GMAT score as an additional data point for the admissions committee you are free to do so as a part of your application. Please upload a scan of your test centre/unofficial scores.
  - **Online:** In the online mode an email will be sent to the person from whom recommendation is sought and she/he will have to complete the format online which can be accessed by clicking on the link provided in the email. To enable online submission we can only accept official email addresses of individuals. Personal email addresses like hotmail, gmail, yahoo etc. will not be accepted.
  - **Offline/Printed copy:** If this mode is chosen, the applicant will get an email from us with the format of the letter of recommendation attached. Please print this format and request your recommender to complete the format and send it to the program office at the address mentioned therein under a sealed cover.

- **TOEFL/IELTS scores (if applicable):** Upload a scanned copy (Official or Unofficial/Test Centre score report) on the respective page.

- **Evaluations:** You will have to provide the names, addresses and emails of two persons from whom you wish to provide letters of recommendation. Two modes of response can be chosen: online or printed copy.

- **Organisation support:** It is mandatory to provide a letter of support from your employer. This does NOT mean financial sponsorship, which is encouraged but not mandatory. It merely indicates that your organization is aware that you are undergoing this programme. You may provide this letter of support either along with your application (recommended) or after gaining admission to the programme but before the programme commences.
STEP 2 - SUBMITTING YOUR APPLICATION

- **Application Inspector:** This is to help you check if you have missed any essential or mandatory fields. You can also check the sequence that you need to follow for submitting an application.
- **Changes:** Please note that once you submit the application you cannot make any changes.
- **Submission:** Once you have checked that your application is complete click on the "Submit" button.
- **Payment of fee:** Once you click the submit button you will be taken to the application fee payment page. Please keep your credit card or internet banking detail (ICICI Bank, Axis Bank, Karnataka Bank, Yes Bank, Corporation Bank and Oriental Bank of Commerce) ready for this payment before submitting the application.
- **Credit card:** If you do not have your credit card please seek help from someone who does. We only accept VISA or MASTERCARD. Other credit cards are not accepted.
- **Application fee:** Pay the application fee online. The application fee is INR 10,000 or US $ 200.
- **Successful submission:** Once your payment is processed online, you will get a confirmation number and a message informing you about the successful submission of your application. Please note this number for your records and quote this in subsequent communication with the programme office at the ISB. The application is considered submitted only after the payment is successful.
- **Download completed application:** You may download a PDF version of your application approximately 30 minutes after submission by logging into your application portal.
- **Payment problems:** Please contact PGPMAX Program Office, if you face trouble with the online payment gateway.

NOTES

- It is to your advantage to submit your application as early as possible. The application deadline is mentioned below.
- The Program Office will not review incomplete applications. Therefore, avoid submitting an incomplete application, i.e. without the supplementary material. Please note that all documents need to be scanned and uploaded online only. Hard copies/prints/photocopies sent by post/courier will not be considered.
- Recommendations/evaluations should be submitted online only and should be from professional contacts and not from family members/friends. Please contact Program office, if you need more clarity on this.
- Interviews are part of our selection criteria. Candidates will be interviewed personally, if short-listed. Overseas short-listed applicants will be interviewed over telephone. Short-listed applicants will be provided with a telephone number (given in the interview mail) to call for the telephone interview.
- * Indicates mandatory fields in the online application.
- For any queries, please contact the Program office at pgpmax@isb.edu.

APPLICATION DEADLINE & KEY DECISION DATES *(All as per Indian Standard Time)*

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Close</td>
<td>March 15, 2010</td>
<td>23:59:59 hours</td>
</tr>
<tr>
<td>Admissions Decision Released</td>
<td>On or before April 30, 2010</td>
<td></td>
</tr>
<tr>
<td>Offer Acceptance Deadline</td>
<td>30 days from date of admission offer</td>
<td></td>
</tr>
</tbody>
</table>

* These deadlines apply to submitting of online application and all additional supplementary material. Mere online submission of application by the deadline without supporting documents will not be considered as submission by the deadline. All documents have to be submitted online only. Incomplete application will not be considered.

POST APPLICATION PROCESS

SHORTLISTING PROCESS

Only complete applications will be processed. Incomplete applications will be rejected summarily. Shortlisted applicants will be interviewed before the final admission decision is released. The admission offer will be released on email. The printed offer letter will be sent later.
OFFER ACCEPTANCE

Applicants who have been offered admission will have to either accept or decline the admission offer within 30 days of the admission offer being made. The date of release of admission offer is considered as the date on which the email is released by the program office. Three conditions have to be fulfilled for an offer to be considered accepted:

1. Confirm the offer acceptance online on the ISB website (a link will be provided in the offer email).
2. Pay the admission fee of INR 300,000 within the date specified in the offer email. The admission fee is non-refundable under any circumstances.
3. Submit letter of support from your organization, if it has not been submitted already along with the application.
   a. Please note that while financial sponsorship is encouraged it is not mandatory.
   b. Since the program will require you to be absent from work for extended periods, your organization’s concurrence is needed for at least providing you leave to attend the program.

The offer may be declined by using the link provided in the offer email.

MATRICULATION

Once the offer has been accepted by paying the admission fee the applicant will be registered (matriculated) in the program. A confirmation email and receipt for the payment will be issued along with the registration number for the applicant.

POST ADMISSION PROCESS

ACCESS TO COURSE MATERIAL

The registered participant will have access to the program learning management system (LMS) portal which will provide some pre-program courses to be completed online. The LMS will provide a list of all courses, course outlines and soft copies of all reading material required for the courses.

VERIFICATION OF ORIGINAL DOCUMENTS

The following documents will have to be produced in original for verification by the program office on the first day of the start of the classroom terms on campus:

1. Original Passport
2. Student or other multiple entry visa for international students
3. Original Bachelor's degree mark sheets
4. Original Bachelor's degree certificate/scroll

PGPMAx PROGRAM OFFICE CONTACT DETAILS

PGPMAx Program Office
Indian School of Business
Gachibowli
Hyderabad 500 032
INDIA
Email: pgpmax@isb.edu
TERMS AND CONDITIONS

APPLICATION INSTRUCTIONS
The applicant should read the application instructions carefully and agrees to the terms and conditions mentioned there.

EMAIL ID
Email will be primary mode of official communication regarding your application status. It is the applicant's responsibility to check their email regularly so that they do not miss any important information.

LAST MINUTE SUBMISSIONS
We strongly recommend that you submit your application along with all the supporting documents well within the deadline as you could face technical problems while submitting the application closer to the deadline due to server overload. We regret that we will not be able to extend the deadline under these circumstances.

DEFERRING FROM THE PROGRAM
Deferral of admission is allowed only under exceptional circumstances. The participant will have to apply for deferral at least 2 months before the start of the programme and will have to provide documentary evidence supporting the reason for seeking deferral. If the programme accepts the deferral plea, the participant will have to pay an additional amount (deferral deposit) to secure her/his place in the class for the next academic year. This amount will be adjusted in the programme fee when the participant joins the programme. This fee is not refundable if the participant fails to join the programme. Candidate may be allowed to defer the admissions for only one year beyond which they will need to go through the application process again.

In case of a deferral being granted, the programme fee and programme policies as applicable to the academic year in which the applicant joins the programme, and NOT as applicable in the admission year, will be applicable.

LEAVE OF ABSENCE
Leave of absence is not encouraged and will only be granted in exceptional circumstances. If a participant wishes to take leave from the program it will only be allowed if a written notice is provided to the program office 4 weeks prior to the start of any term. Participants may be asked to provide documentary evidence to support their request. The candidates will have to rejoin and finish the classes in the next academic year from where they have left. Certificate will be awarded only after the full completion of the program.

In case of a leave of absence being granted, the programme fee and programme policies as applicable to the academic year in which the applicant rejoins the programme, and NOT as applicable in the admission year, will be applicable. The adjustments of the fee will be done on a pro-rata basis for the courses/terms completed in the year the participants rejoins the programme.

MISSING OF CLASSES
Due to short duration of the program as well as the modular structure of the program, missing of classes is not allowed. In case of missing of classes due to extreme emergencies the participants will have to seek leave of absence and will have to rejoin and finish the classes in the next academic year from where they have left. Certificate will be awarded only after the full completion of the program.

In case of a leave of absence being granted, the programme fee and programme policies as applicable to the academic year in which the participant rejoins the programme, and NOT as applicable in the admission year, will be applicable. The adjustments of the fee will be done on a pro-rata basis for the courses/terms completed in the year the participants rejoins the programme.

WITHDRAWL FROM THE PROGRAM
A participant can withdraw from the program anytime by giving 4 weeks of notice. No certificate will be awarded. Refund of
fee will be according to the refund policies prevailing at the point of time when the request of withdrawal is made.

CURRENT REFUND POLICY
In case a participant has to withdraw from the program for either academic, personal or administrative reasons, student will receive pro-rated refund for only the future remaining terms to the extent that the student has paid for those terms in advance. No refund will be granted for the terms which have already commenced or have been completed. The programme office reserves the right to deduct additional amounts which have been paid in advance to vendors for boarding & lodging etc. which cannot be recovered by ISB even though the participant has not attended the terms for which these expenses were incurred in advance.

The admission fee of INR 300,000 is not refundable under any circumstances.

SECURITY DEPOSIT
This deposit, placed with the school at the time of registration, is refundable to the student at the time of exit from the programme. It is subject to any recoveries such laundry etc. and also damages caused by the participant to the assets of ISB.

ALUMNI FEE
This fee paid by the participant is non-refundable for graduates of the programme. It is refundable for participants who do not complete the programme successfully.

VISA AND PASSPORT
Participants are responsible for obtaining an appropriate visa for the International Immersion segments of the programme. Participants need to have a passport with at least 6 months of validity for the International immersion segments.

I have read and understood the above mentioned terms and conditions and wish to proceed ahead with the application.

Signature of Applicant

Place ___________________________ Date: 15-Mar-2010
Dear Evaluator,

'Deepak Saraf' is applying for admission to the Post Graduate Programme for Senior Executives in Management at the ISB. As a part of the process, please complete the information in the form and submit the same.

1. Under what circumstances have you known the applicant?

He was introduced to me by friends when he was starting a business in IT. I was based in the United States then, and Deepak was making frequent trips there for business development. I introduced him to some potential clients, and we got to know each other very well.

2. What do you consider the applicant’s most outstanding talents or characteristics? Please provide instances where applicant has demonstrated these traits.

First, Deepak is an entrepreneur with all the positives that the term entails. He is always looking to turn new ideas into businesses. This was the case with his first venture on IT/software that he sold later; as well as with subsequent ideas such as the Health Shoppe and the partnership concept underlying service apartments.

Second, I have found Deepak to be very receptive to feedback. For example, some years back, he wanted to develop some software applications for supporting enterprise back offices. His plan was well-advanced when he ran them by me. I pointed out that majors such as SAP were looking to get into similar applications. As a start-up he would find it very difficult to get any meaningful traction with large enterprises. He reconsidered his plan and eventually decided not to proceed. My point here is that he did this even after investing a considerable amount of effort (and some money) into the idea. This somewhat unusual: it would have been all too easy to stay the course and dismiss alternative points of view. I have come across hundreds of managers and entrepreneurs in my exec ed teaching, research and consulting; I often them to be so wedded to
their own ideas that they choose to ignore disconfirming evidence until it is too late. It is smart and not a sign of weakness to change one’s mind when the situation so demands. This is what I found refreshing in Deepak’s approach.

3. What are the applicant’s major weaknesses? Please provide instances where applicant has demonstrated these traits.

Deepak needs to have more structure in his thinking; specifically in regard to how to nurture businesses on a day-to-day basis. This requires knowing more about different domains of business, in more detail. Successful businesses are indeed about ideas, but they are also about mundane day-to-day realities that must be executed well. Deepak needs to learn how to delegate, and how to get the best out of his employees. I don't have very concrete, specific instances to back up my assertions, but this is my view from my years of interaction with him.

4. To what extent does the applicant demonstrate originality and independence in thinking? Please provide recent instances where candidate demonstrated such thinking.

I think Deepak scores very well here. The Health Shoppe idea was very original, and still has the kernel of success (the plan could have been executed better, in my view). This is also the case with the partnership on service apartments. He got thinking on this using blue ocean principles. I've subsequently suggested many changes to his original ideas; and see that he has modified his plan quite a bit. I hope he executes it well. As for his independence in thinking and otherwise, I think this is well-exemplified by his decision to try to start his own businesses, which are in very different domains from those run by other members of his family. It would have been altogether safer and much less stressful to stay in the family business. Deepak has chosen to do otherwise, and this is a strong sign of independence (although I understand he is now helping manage his father's business because of his father's illness).

5. How will graduate education in management help the applicant to realize his or her goals?

In many ways, Deepak is the prototypical candidate for an executive MBA such as this program. He has spent several years in the "field", has started some businesses, and in general has had a set of rich experiences. It is important for him to be able to reflect on them: connect these experiences with established and new concepts and ideas, acquire insights, challenge and be challenged, and learn lessons that will stand him in good stead for his future growth. Second, a very important component of personal development is leadership coaching; he could definitely use some. My guess is that a program such as this will be a good platform for him to accomplish these objectives. My hope is also that the program will provide him with an excellent opportunity to broaden and deepen his social network.

Please comment on the applicant’s characteristics in the following areas on a scale of 1 to 10 where 1 is poor and 10 is excellent.

6. The Admissions Committee would appreciate any additional statement you may wish to make concerning the applicant's capacity for graduate work.

As a Professor at INSEAD, I direct and teach several programs in executive education (and also teach in our MBA program). In this capacity, I interact with many managers. I think that Deepak fits in with the best of them. He is prepared to put in the hard yards, which is perhaps the most important attribute for success in graduate work. I have no doubt whatsoever that Deepak has the capacity to do well in challenging settings such as yours.
<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-awareness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empathy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Social skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiative</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cross-functional thinking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Quantitative skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

☑ strongly recommend
☐ recommend
☐ recommend with some reservations
☐ do not recommend

that this applicant be admitted to the ISB Post Graduate Program in Management for Senior Executives.

**Details of Evaluator (to be completed by the evaluator)**

Evaluator's signature with date: NOT APPLICABLE
Evaluator's Name: Kishore Sengupta
Relationship with the applicant: Mentor
Position/Designation/Title: Faculty
Employer: Insead
Address: Insead Campus
Phone Number: 33 1 60724406
E-mail Address: Kishore.sengupta@insead.edu
Evaluation Form

APPLICANT'S COMPLETE NAME

Applicant's Name: Deepak Saraf

Mailing Address

Address Line 1: 53 Chowringhee Road

City: Kolkata

State/Province: West Bengal

Country: India

Postal Code: 700071

Name of Evaluator: Arvind Kajaria

Dear Evaluator,

'Deepak Saraf' is applying for admission to the Post Graduate Programme for Senior Executives in Management at the ISB. As a part of the process, please complete the information in the form and submit the same.

1. Under what circumstances have you known the applicant?

Initially I was introduced socially. Subsequently, we did business together and as a sounding board of few issues where we felt either of us had relevant expertise.

2. What do you consider the applicant's most outstanding talents or characteristics? Please provide instances where applicant has demonstrated these traits.

Honesty, hardworking, conscientiousness and above all a sense of commitment. Deadlines were all responded to. Honest answers were given, if performance were not up to the mark for any reason. Was always happy to provide introductions whenever available.

3. What are the applicant's major weaknesses? Please provide instances where applicant has demonstrated these traits.

Deepak, I felt sometimes, gets bitten by his own strengths. He needs to clearly understand his own expertise and the products and the markets wherein he can create an edge for himself. Though I felt his current venture has enormous potential, I could not understand Deepak's strength in the industry and how he aims to create a commanding position within it.

4. To what extent does the applicant demonstrate originality and independence in thinking? Please provide recent instances where candidate demonstrated such thinking.
In his own words, he realize that his current pursuit is a long shot and that his skills could be better utilized elsewhere. I think this a good example of originality and independent thinking.

5. How will graduate education in management help the applicant to realize his or her goals?
I think it is a fantastic initiative on his part. I believe he is on the verge of embarking on a new venture. Going back to the classroom will give him confidence, bring him in touch with modern techniques of management and provide him to network with other professionals and enable him to learn from their experiences as well.

Please comment on the applicant’s characteristics in the following areas on a scale of 1 to 10 where 1 is poor and 10 is excellent.

6. The Admissions Committee would appreciate any additional statement you may wish to make concerning the applicant’s capacity for graduate work.
I think he is a fantastic human being and an able manager. He is well educated and has all the right ingredients of a manager on the way up. I am hoping this program helps him to realize his fullest potential.

<table>
<thead>
<tr>
<th></th>
<th>Poor&lt;-----------------------------</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Self-awareness</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Motivation</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Empathy</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Social skills</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Initiative</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Cross-functional thinking</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Quantitative skills</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

I
☑️ strongly recommend
☐ recommend
☐ recommend with some reservations
☐ do not recommend

that this applicant be admitted to the ISB Post Graduate Program in Management for Senior Executives.

Details of Evaluator (to be completed by the evaluator)
Evaluator’s signature with date NOT APPLICABLE
Evaluator’s Name Arvind Kajaria
Relationship with the applicant Client
Position/Designation/Title Managing Director
Employer 123Greetings
Address 502 A, Prathamesh Raghuvanshi Mills Compound Senapati Bapat Marg, Lower Parel
Phone Number 91 22 24912123
E-mail Address Arvind@123greetings-inc.com