Nayanta University™ | office of lifelong learning

in association with

CII FBN INDIA

family business: working with paradoxes

a dyadic executive programme for family business leaders



2027 PROGRAMME BROCHURE

about Nayanta

Nayanta University, Pune is a multidisciplinary university shaped by visionary leaders and a strategic partnership with the Confederation of Indian Industry. We offer depth in cultural and technical literacy through an education grounded in the real world; to prepare the next generation of ethical and responsible leaders.

Nayanta is grounded in its commitment to real-world learning and celebrating diverse dimensions of excellence. The Office of Lifelong Learning (OLL) brings this education to curious individuals through curated programmes.



about CII-FBN India

CII-FBN India (Confederation of Indian Industry — Family Business Network India), a member association of FBN International, brings together Indian business families to connect, learn and share experiences with peers. Its vision is to build an institution of excellence by and for business families in India, enabling them to strengthen their businesses and families across generations while contributing to nation building.

In partnership with FBN International, CII-FBN India brings a global family-business perspective to India through a trusted, closed-door platform addressing the unique challenges of sustaining family, ownership and business across generations.



the premise

If you lead a family business, you inherit more than a company. You inherit a legacy, a set of values, relationships built over years, and a responsibility to leave the business stronger for the next generation.

That responsibility becomes harder as the world changes. What made the business successful in the past may not be enough for the future. You need to preserve what matters, while changing what must change.

You have to decide what to preserve, and what to change. You have to respect tradition, without being trapped by it. You have to make room for innovation, without losing what made the business successful. You have to balance family emotions with business realities. And often, you have to make important decisions before everything is clear.

This is at the heart of Nayanta's Family Business Programme. **The programme helps you understand these tensions, make better choices within them, and prepare both the business and the family for the next generation.**

The collaboration with CII-FBN India reflects a shared commitment to promoting continuous learning among business-owning families.

who this programme is for?

Ideally 2 participants (dyads) or more, illustratively:

- **participant 1** - the leader/owner of a family business
- **participant 2, 3, or more** - ideally including the next-generation and/or senior non-family member

questions you care about

- is the most competent person leading my business?
- am I preparing the next generation to inherit ownership, leadership—or both?
- how should I balance family harmony with business growth?
- does my governance support the future of both the family and the business?
- am I building for scale and not split?
- what conversations am I avoiding today that will shape the future of the family business?
- how do I balance family values with the need to change and innovate?





key programme paradoxes

Family businesses constantly navigate tensions that have no simple answers. The programme explores these paradoxes through real business situations, cases, and conversations across the five residencies.

- equality vs meritocracy
- emotion vs objectivity
- continuity vs change
- ambiguity vs clarity
- stewardship vs ownership
- tradition vs innovation

programme objectives

- **distinguish between ownership and stewardship** - what does it mean to hold abusiness in trust across generations?
- **navigate succession** as a developmental, relational, legal, and institutional process
- **design family and business governance systems** capable of managing paradoxes constructively
- **understand and manage the dynamic** between family owners and non-family members
- translate reflection into **actionable stewardship, succession, governance, and operating frameworks**





exceptional learning experiences

sutradhar (anchor facilitator)
Senior family business leaders anchor the journey— enabling reflection, connecting disciplines, and synthesising learning.

Nayanta Conversations
Candid dialogues with leaders across fields, offering insights into journeys, decisions, and ways of thinking.

international immersion
Explore how Japanese family enterprises balance continuity, stewardship, tradition, and change across generations.

practitioner-led learning
Learn alongside experienced family business practitioners and leaders, through real case-studies, bringing real-world perspectives and experiences into the programme.

mentoring
Be paired with a senior family business leader for individual mentoring and coaching, offering a safe space to reflect on your own business challenges.

our faculty



Farhad Forbes

Co-Chairman, Forbes Marshall

Chair of the CII-FBN (Family Business Network) India Chapter and past chair of CII-FBN International, an international association of over 4500 family owned businesses in 65 countries.



Sonny Iqbal

Senior Advisor, Egon Zehnder and Family Business

Global expert in family enterprise advisory. He advises family businesses on succession, founder transition and governance across markets.



Ranjan Banerjee

Vice Chancellor and Professor of Design Thinking, Nayanta University

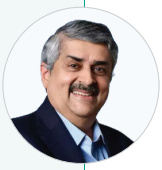
As former Dean, SPJIMR, has guided over 100 family business owners.



Naushad Forbes

Chancellor, Nayanta University | Co-Chairman, Forbes Marshall

India's pioneering R&D researcher and thought leader with deep family business expertise.



Bharat Puri

Senior Advisor and Director, Pidilite Industries

India's foremost practioner to have made successful transition between family business to multinational and back.



Paolo Morosetti

Adjunct Professor, Bocconi University

Course Director for Strategic Management in Family Businesses and instructor in Corporate Strategy and Competitive Strategy. Former Executive MBA Director at SDA Bocconi, with international experience with family businesses across Europe, the Middle East, and India.



Leena Chatterjee

Professor of Organisational Behaviour, BITSoM

Having trained family business professionals in Organisational Behaviour since three decades, she is now also an independent director at Hawkins.



Bob Kohli

Principal, Lansberg Gersick Advisors

Has 20+ years of experience advising global family enterprises, predominantly in the Middle East and South Asia, on governance, leadership development, and succession planning.



Brajesh Bajpai

Dean, Office of Lifelong Learning and Professor of Psychology & Leadership, Nayanta Univeristy

With 15 years of coaching experience and over 500 clients, he has been coaching family business members for over a decade.

the programme structure

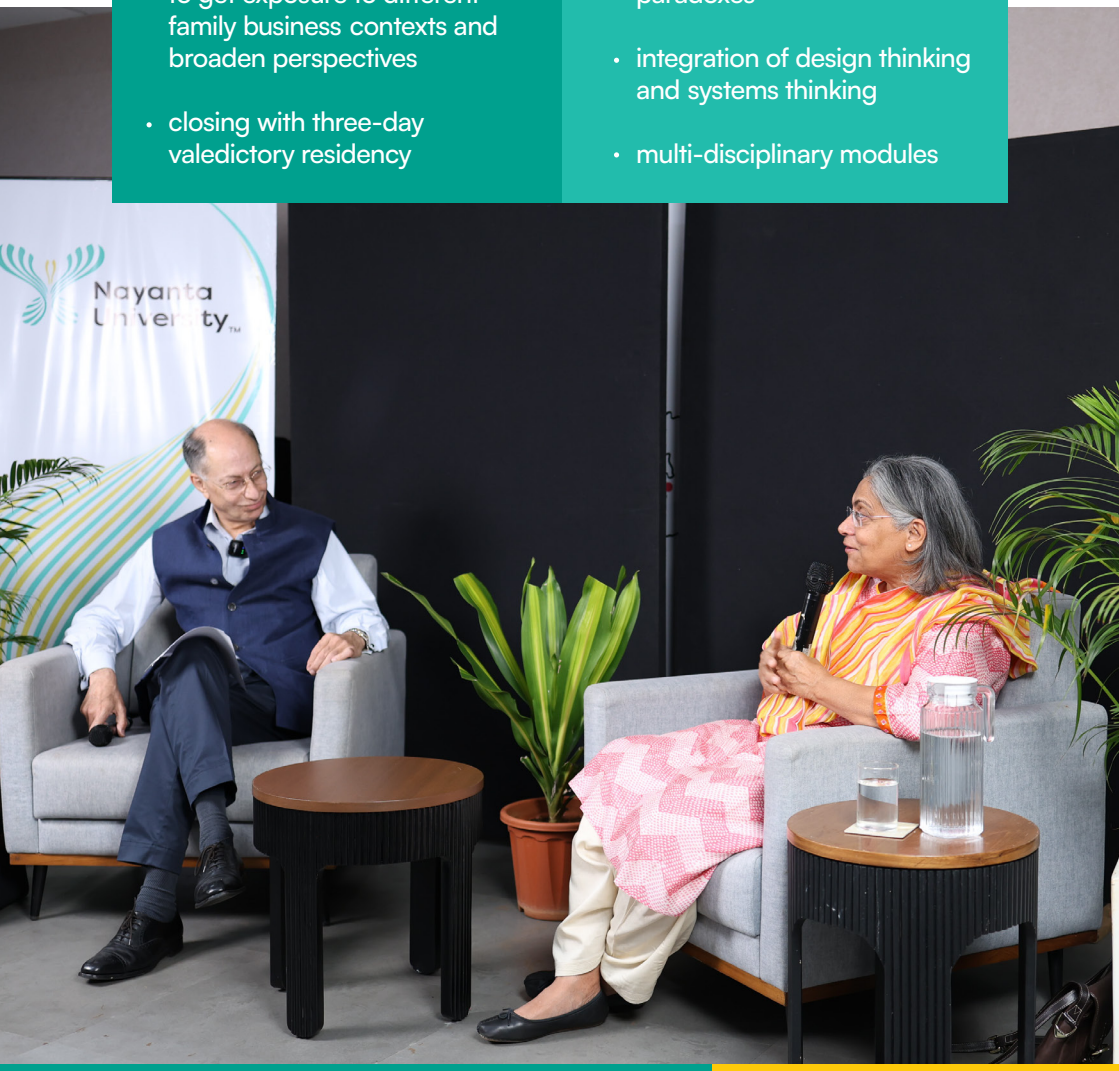
A 10-month journey blending learning and reflection.

immersive residencies

- three five-day residencies at the Nayanta University campus
- a five-day residency in Japan, to get exposure to different family business contexts and broaden perspectives
- closing with three-day valedictory residency

learning model

- intergenerational dyadic learning
- active engagement with paradoxes
- integration of design thinking and systems thinking
- multi-disciplinary modules



the programme calendar

residency	dates	duration	location
residency 1	22 — 26 February 2027	5 days	Pune
residency 2 international immersion	12 — 16 April 2027	5 days	Japan
residency 3	14 — 18 June 2027	5 days	Pune
residency 4	31 August — 4 September 2027	5 days	Pune
residency 5 (valedictory)	11 — 13 November 2027	3 Days	Pune

programme fees and timelines

programme fee is INR 25,00,000 + GST for first participant and INR 15,00,000 + GST each for the second/third/subsequent member(s).

includes: Programme sessions, materials, mentoring, certificate and alumni network access.

excludes: Accommodation, travel and personal/incidental expenses.

timelines & payment terms

- nominations must be submitted by 15 December 2026
- full programme fee must be paid by 15 Jan 2027
- limited to 20 participants

discounts

- 10% discount applicable for Family Business Network (FBN) members
- 10% early bird discount will be applicable for nominations received before 15th December 2026
- both discounts can be combined, subject to applicable terms



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For registrations, email
lifelonglearning@nayanta.edu.in.

To know more, write to Nema Madnani at
nema.madnani@nayanta.edu.in