

A series of **10 workshops** enabling  
**The Family Businesses**  
to get on the fast track growth




# Managing Family Businesses



*“The family managed business series of workshops helped me in refreshing the important analytical tools that I learnt sometime back in college but forgot to apply in business. It helped me to chalk down my main objective and be clear in achieving it. Now I am more clear as to what I should do or should not do in my day to day decision making. I liked the practical business examples by facilitators in this series the experience shared by other participants was also valuable. I will definitely suggest many family members and friends in this workshop. Many businessmen that I know are facing difficulty in making right decisions at right time. some are demotivated and lack scientific analytical managerial tools...this workshop will certainly guide them to gear up for success and accomplishments. This series has everything that one requires. IBAs Collaboration with SPJIMR is valuable since it gives international exposure to the participants...India being neighboring country and competitive in business, participants get good flavour of resource persons. Faculty is really good and overall environment is awesome. I wish IBA best of luck for the new series of workshops.”*

**Mr. Mohammad Bilal Khan**  
Iqbal Stationery Mart, Quetta



**Should you think of breaking the routine and add new perspectives in your business process, than this series is ideally suited for you!**

**365 Family Businessmen trained in Pakistan since October 2012**

Center for Executive Education (CEE) at IBA, Karachi in joint collaboration with S.P. Jain Institute of Management & Research (SPJIMR), Mumbai offers second series of Managing Family Businesses with 10 workshops in Pakistan.

S.P. Jain Institute of Management & Research (SPJIMR), Mumbai has been conducting this program for many years and by now over **500 family businessmen in India** have gone through the program. Each of them without exception is looking forward to future with great optimism.



## Businessmen going to college?

### **Sounds incredible!**

#### **The common response is**

- We have made it. We already 'know'.
- Who has the time?
- Paying any fee for our education at this age? It is out of question.



Despite reservations, over  
**500 businessmen in India aged over 40,**  
decided to ‘try’.

On completion of the first module, they are unanimous in saying that:

- Future will be different from past. Now we know how little we know.
- One can keep working hard on ‘doing wrong things’ and even kill oneself with overwork. Now we know the importance of ‘doing right things’ and raising ‘right questions’. We have never used our time more productively than this contact.
- The perspectives that unfold in our understanding are so valuable that the fees appear ‘irrelevant’. In fact the fee is the investment with shortest payback period we ever made.

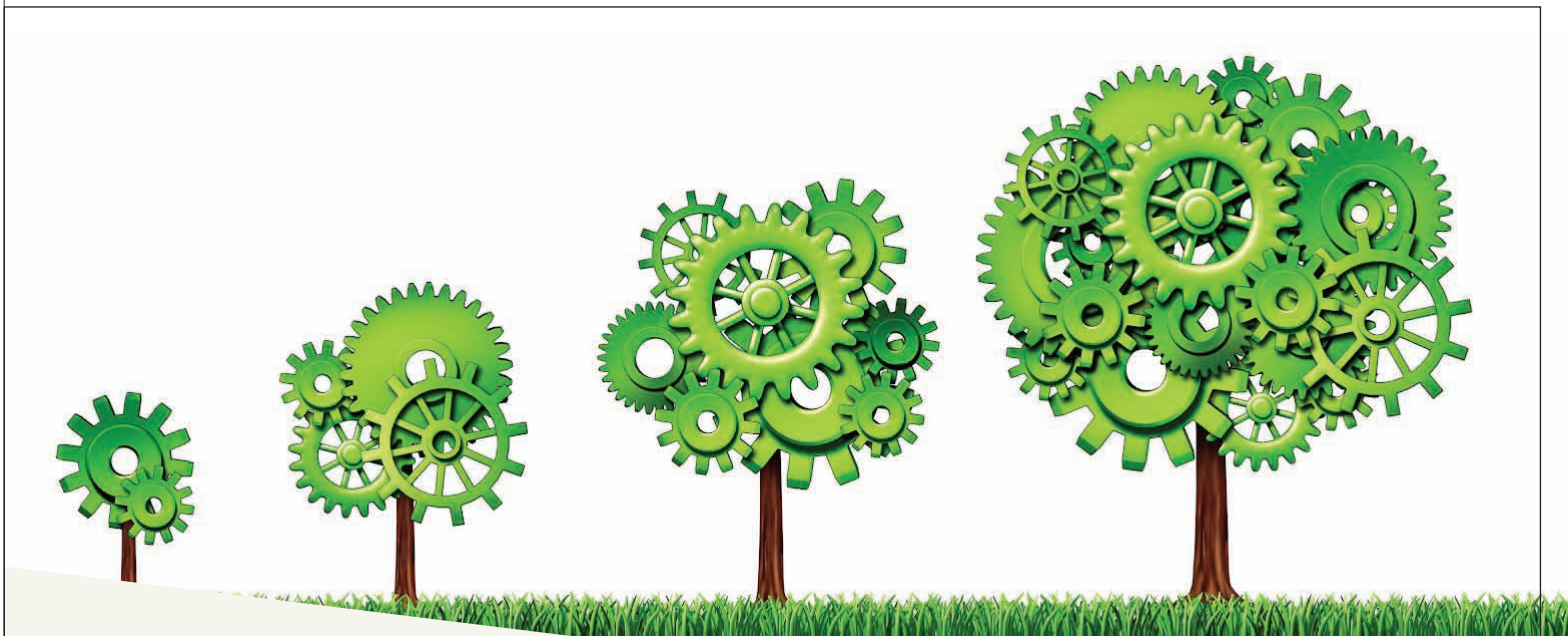
**In this epoch of great changes family businesses and businessmen are in crisis. It is not that all changes are bad. Rather what is disturbing is that we do not know how to behave in front of them.**

- We can see opportunity as well as threats in the changes.
- Everybody says that we have to gear up, to change our mindset.
- The million dollar question is how?  
Here education can play a key role

# Lead Trainer



**Professor Parimal Merchant** *Director Center for Family Managed Businesses at S. P. Jain Institute of Management & Research, India. He has been giving courses in finance and general management. In finance his stress has been on applied finance in field of costing, working capital management and capital structuring. In General Management he has been teaching extensively the book “Managing for Results” by Peter Drucker. He has co-authored working paper on Succession Planning in Family Managed Business. He has presented various seminars on issues of Family Managed Businesses and role of MBA education in Small and Medium Family Managed Businesses. He has authored a case on CSR initiative in India published in an ASPEAN supported book project by AIM Manila.*



**This series is designed to address the concerns about adapting to the emerging opportunities and managing the growth. It aims at providing a guided opportunity to the participants,**

- To reflect on their current style of running business,
- Identify the new elements required for gearing up for the change &
- Start working on the same.

It involves structured work in all the three areas of Knowledge, Skill and Attitude.

It is not a subject-linked curriculum based program. Rather it addresses all the issues in a holistic manner covering all the areas of management:



# Series of 10 Workshops

- 1. What is the job of top management?**  
Balancing between 'today' and 'tomorrow'.
- 2. How to decide on cut the priorities?**  
Differentiating between opportunities and problems
- 3. Where to focus on business?**  
Identifying areas that 'matter' and the areas to be 'abandoned'.
- 4. How to strengthen our business model?**  
Understanding who will contribute to our success and why will they do so.
- 5. How to manage people?**  
Different people need different treatment.
- 6. How to manage operations differently?**  
Different kinds of task and different measures of time.
- 7. What value we are creating & for whom?**  
Identify the value, communicate and get rewarded for that.
- 8. How to manage money?**  
Understanding finance and costs.
- 9. What goes in making a 'better' business?**  
The role of strategy and the options we have.
- 10. How to get ready for 'tomorrow'?**  
The role and process of business plan, and innovation.

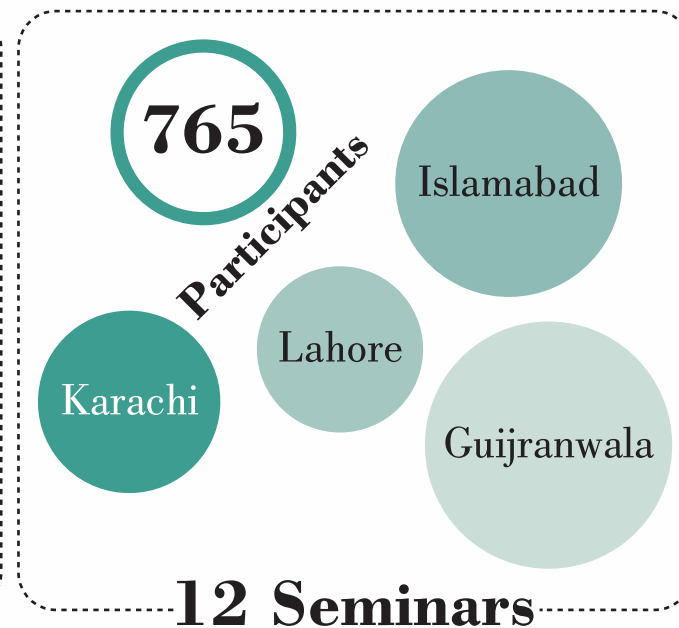




*“This series helped identifying weakness and neglected areas especially areas where small changes mean increase in profitability as well as correcting focus on business in terms of continuity and growth. This program deals with practical issues faced by business people in their daily routine and as a result have been assumed to be under control and solved. In reality these underlying issues hamper growth and performance of organization. Due to practical nature of the workshop, I will recommend other Family Businessmen in Pakistan to join this one of a kind series.”*

**Mr. Osama Shuja**  
Manager Projects

**Shujauddin & Brothers**





## Participating Family Businesses in the first series

- ♦ ANZO Chemicals ♦ ARB Private Limited ♦ Argentum by Nadia Chotani
- ♦ Bhombal Corporation ♦ Cakes and Bakes, Lahore ♦ Captain Chemicals
- ♦ Daman Engineering ♦ Dollar Industries (Pvt) Ltd ♦ F. Rabbi and Co ♦ Faran Engineering
- ♦ Feroze1888 Mills Ltd. ♦ Foresight Research ♦ Generation's School ♦ Gold Mohur Corporation
- ♦ HB Technologies ♦ Human Voice Initiative ♦ Iqbal Stationery Mart, Quetta ♦ Ittehad Chemicals Ltd.
- ♦ JNM Clothing Company KEPZ ♦ Liberty Books (Pvt) Ltd ♦ MCR Pvt. Ltd. (Pizza Hut) ♦ Meezan Bank ♦ Mekotex (Pvt) Ltd
- ♦ Mima Group ♦ Naeem Enterprises ♦ Nizamuddin Faridulhaq ♦ Oakland School ♦ Plastic Surgery & General Hospital
- ♦ Quadri Group ♦ Rajby Industries ♦ RR Apparels (Pvt) Ltd ♦ Saima Packaging ♦ Sajid Textiles Industries (Pvt) Ltd. ♦ Sardar Exports
- ♦ Shujauddin and Brothers ♦ SS Mens Wear ♦ Super Technologies Inc ♦ The Educators Schools ♦ Tufail Industries ♦ Uniferoz
- ♦ United Tubes (Pvt) Ltd. ♦ Virtual Shopping Mall ♦ Waris Sharif (Engg.) Ind. ♦ Wilshire Laboratories (Pvt) Ltd ♦ Youngs' Pvt. Ltd.

## Program Fees

**Rs. 30,000/-**

per participant / each workshop

All workshops are 1.5 day each & will be conducted  
Friday 2nd half (2:30pm to 5:00pm)  
& Saturday full day (9:00am to 5:00pm)

All workshops are inclusive of Course material,  
IBA & SPJIMR Joint Workshop Certificate, Lunch,  
Refreshments, Group Photograph & Business Networking

## Fee Discount Policy

- 10% Discount for 2 or more than 2 participants from the same organization / family
- 15% Discount for 5 or more than 5 participants from the same organization / family
- 20% Discount when you register for 10 workshops at once

### Notes:

- Any one discount can be availed.
- Limited Seats. Registrations on Selection basis only.
- Dates & Faculty may change without any prior information

Hereditary businesses

# Indian academic offers solutions for Pakistani execs

Working with business school to introduce programme on family-run businesses

A FARHAN ZAHEER  
KARACHI

The rules of business have changed completely, if we are to believe Parimal Merchant, an Indian academic who teaches at one of Karachi's premier business schools.

"Economic growth in the West is slow or stagnant, while the East is growing fast. Under the new rules, there is no space for complaints, so family-managed businesses in Pakistan and India have to change their mindsets if they want to grow at their true potential," Merchant said in conversation with *The Express Tribune*.

Pakistan's business families would do well to heed Merchant's words: his credentials include the directorship of the Center for Family Managed Businesses at the SP Jain Institute of Management and Research (SPJIMR), Mumbai.

"The world has changed and you should not expect the same profit margins you used to earn 10 years ago," Merchant

told *The Express Tribune*. "Do not complain about energy or security issues—you have to find out ways to deal with current economic problems."

Merchant—who is currently training Pakistani businessmen and women at the Institute of Business Administration (IBA), Karachi—says that Pakistani businesspersons need to stop complaining about issues because there is no business in world that does not face problems of some kind or another.

"Most Pakistani businesspersons think nothing can be changed in Pakistan. They are depressed for no reason, because they do not know that the problems they face are similar to what others face in Mumbai," says Merchant, who has already met and trained around 700 Pakistanis.

Merchant, who has visited Karachi five times in the last five months, is working on a unique project. SPJIMR and IBA—two prestigious business schools in India and Pakistan, respectively—are working on

a joint initiative that seeks to introduce a regular Masters in Business Administration (MBA) degree tailor-made for the scions of family-managed businesses in South Asia.

"One has to move with time; in the current scenario, you have to live with low probability and high expenditures. Those who have the courage and are ready to find solutions are growing phenomenally: not only in India, but also in Pakistan," he said.

"Many family-owned businesses in Pakistan have grown exceptionally well in the last decade. Pakistani companies should learn from these examples and stop complaining about energy and security issues," he reiterates.

Merchant believes that a specific academic programme that caters to this field is necessary for the new generation of executives. This will help them understand the specific issues of small businesses, he says, and how one can bridge the knowledge of their ancestors with

modern businesses trends.

"Pakistan needs to train the next generation of its entrepreneurs so that they can grow their own businesses. This will not only create more jobs in local companies, but also reduce the burden on job market."

This custom-made MBA program will be a concrete first step in bridging the wide gap that exists between what is taught in Pakistan's top business schools, and what owners of old family-run businesses practice. SPJIMR has been running a similar 18-month MBA programme for the last 15 years in India. Students studying for this degree spend only a week out of a month in school, and then go back to their hometowns for the remaining period of time to manage their businesses so that they can apply their newfound knowledge immediately.

#### Opportunities are in the East

"Pakistan and India cannot attain sustainable economic



**" Merchant:**  
Pakistan needs to train the next generation of its entrepreneurs so that they can grow their own businesses

Director of the Center for Family Managed Businesses at the SP Jain Institute of Management and Research  
**Parimal Merchant**

growth, unless their family-managed businesses, which make up over 90% of total businesses in these countries, start realising their inherent potential," says Merchant. "What Pakistani and Indian companies lack is confidence. They have everything that is required to grow globally: it is just a matter of what attitudes they have."

Speaking from his knowledge on Indian family-owned companies, he said Indian companies have acquired around 10,000 companies in Europe, if one is to take a rough estimate. "But this is just 10% of their potential. Indian companies are hungry: if they continue to think big, they can acquire many more global companies," he added.

Published in *The Express Tribune*, March 23rd, 2013

*“After attending these workshops in IBA during last 1 year I asked myself, it does not sound good if we ignore the warning signs. Real life examples are available on any argument, query, disagreement etc. I will recommend this series to all family businessmen and members of their families. Normally in family business management positions are inherited, whereas management is a responsibility and discipline, I hope after attending these workshops, Family Members will be in a position to differentiate Ownership, Business and Management. The faculty of SPJIMR was Superb & admirable.”*

**Mr. Abdullah Feroz**  
Director  
Dollar Industries (Pvt.) Ltd.



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## **EXECUTIVE EDUCATION**

Centre for Executive Education, IBA, Karachi

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