



**PRAVIN DALAL SCHOOL OF
ENTREPRENEURSHIP &
FAMILY BUSINESS MANAGEMENT**

www.nmims.edu

EVOLVE | ELEVATE | EXPAND

Add Value to your Family Business with NMIMS



Integrated MBA (I-MBA)

Legacy of NMIMS

In 1981, Shri Vile Parle Kelavani Mandal (SVKM) established Narsee Monjee Institute of Management Studies (NMIMS) to meet the growing demand for management education.

The consistent academic quality, research focus, faculty from top national & global institutes and strong industry linkages at NMIMS have placed it amongst the nation's premier centers of educational excellence & research. In 2003, NMIMS was declared a Deemed-to-be-University under section 3 of the UGC Act 1956.

With a legacy of 37 years, NMIMS has grown to being not only one of the top-10 B-Schools in India but also emerged as a multi disciplinary University with six campuses at Mumbai, Shirpur, Bengaluru, Hyderabad, Indore, Navi Mumbai and fourteen constituent schools that include Management, Engineering, Pharmacy, Architecture, Commerce, Business Economics, Science, Law, Aviation, Liberal Arts, Design, Family Business & Entrepreneurship, Performing Arts & Distance Learning.

Today more than 12000 students and 513 full time faculty members are part of India's most sought after academic community i.e. NMIMS.



Pravin Dalal School of Entrepreneurship & Family Business Management

Family owned businesses have played a crucial role in the economy of most countries. Much of the retail trade, the small scale industry, and the service sector are run by family businesses. Further, family managed businesses employ half the world's workforce and generate well over half of the world's GDP. With time, the contribution of family businesses has gone beyond simply paying taxes and employing people. Most of the business families face unique management challenges because of the difference in the attitude and aspiration of family members. As new generations join the business, it is an enormous challenge to keep the family and business together. PRAVIN DALAL SCHOOL OF ENTREPRENEURSHIP & FAMILY BUSINESS MANAGEMENT was established to assist family owned firms to be in line with professional organizations. Being pioneers in the segment for more than a decade we understand the emerging needs of family run businesses in the growth and emergence of India as a strong nation. With an Alumni base of 2500 plus entrepreneurs from a family business background, in the last 14 years the School has taken initiatives and has developed expertise in Family Business and Entrepreneurship Management. The School focuses on understanding and respecting each culture and value system existing in Indian markets and brings in transformation by becoming a part of the family thereby actually doing mentoring and handholding.

The focus of the courses offered at the School, ranging from 32 weeks Weekend FMBA going to 2 years full time MBA and recently launched Integrated MBA (5 years) post 12th, remains on deeply understanding and appropriately delivering to Indian Family Businesses a strategic path to transform and grow their business while they play an important role in India's growth. To provide holistic and relevant information to our students, the focus is on understanding and discussing each sector, its multidimensional applicability, characteristics, survivability, proposed growth and challenges in a growing economy like India and in the global environment. Courses and initiatives undertaken at the school acquaint students with possible growth through Joint Ventures and Foreign collaborations. International exposure and linkages are established keeping in mind the student's vision of global expansion and possible collaborations in the International arena.

Achievements

- Ranked in top 10 in the Country in “**Entrepreneur B- School Survey 2017- The Best Business Schools**”.
- Ranked 96th “**Best Entrepreneurship**” Masters world wide- Eduniversal Rankings.
- Only Program mentioned in the McKinsey Report “**The Power of Many** - Realizing the socio economic potential of entrepreneurs in the 21st century” released at the G-20 Young Entrepreneurs Summit in Paris.

Strengths

- Pioneers in Family Business & Entrepreneurship Programs with a deep understanding of Indian & internationally run family owned businesses.
- Award winning programs.
- World Class technologically equipped campus.
- Strong Alumni network of Entrepreneurs across India leading to a strong mentoring process.
- A track record of students who have successfully led change in their respective businesses.



Director's Message

Family businesses have been an integral part of any country's economy and society. The story is not different in India. These businesses, whether large conglomerates or medium and small enterprises, have contributed significantly to nation building, employment generation and overall wealth creation.

Family dynamics is the lever which determines how a family business is run. In the recent past we have seen how families are unprepared to handle conflict. In order to tide over other challenges, conflict management strategy is a must. The PwC's "2016 Family Business Survey" reveals that only 15% of the Indian family businesses had a robust, documented and communicated plan in place. This is an alarming number; and unless family businesses are able to administer processes to ensure business continuity and create succession plans around senior roles, key functions and important locations, the threat of disintegration will continue to mar their reputation.

Our Pravin Dalal School of Entrepreneurship and Family Business management, at NMIMS, being the pioneer and in the segment for more than a decade, understands the emerging needs of family run businesses in these challenging and turbulent times. We were also amongst the first few to understand that thinking and acting entrepreneurially is more than just an inclination. It can be taught. And we do it better than anyone else because we have a global outlook along with customized approach for catering to Indian family run businesses. We believe that entrepreneurship can be a powerful force within organizations of all types and sizes, in established businesses as well as in new ventures. In any industry, in any position, it takes entrepreneurial thinking and relative action to solve problems and make an impact.

The School has a vision to be amongst the top 50 in the World at enabling the development of leadership skills, for sustainability and scalability of their respective family run businesses. Today in our collaborative community at NMIMS, students gain the fundamental business skills and specialized knowledge necessary to cultivate an entrepreneurial mind-set. They then use that mind-set to navigate real business situations, putting what they learn into practice and becoming leaders equipped to make a difference on campus, in their businesses and around the world. The programs MBA E&FB (2 years' full time) since 1999, Integrated MBA E&FB (5 years post 12th) since 2015, Enterprise Training for Women (ETW) (7 months week-end programs) since 1984, and Weekend FMBA since 1999 at our School focus on technical and strategic competence, self-awareness and moral judgement. Our balanced curriculum keeping in mind the Indian family businesses, their values and professional challenges has been designed in such a way that it offers students a blend of skills and capabilities that are at the heart of management, along with their values and beliefs.

NMIMS's Pravin Dalal School of Entrepreneurship and Family Business Management has continuously worked in fortifying the SME sector in India. Today we have over 2500 alumni who are names to reckon with in this sector. Many of them have started their own ventures and triumphed. It has been our endeavour to customise the latest in management studies for family businesses and make it relevant to the ever-changing demands of a fast-paced economy like ours. The School's motto is to provide intellectual capital to those with easy sources of capital so that family business is professionalised and commands the due respect that it deserves. The Intensive International exposure at the right time of their career while they are academically geared, helps them to build a global perspective and thereby lead their scalability strategies.

I am sure, the journey of students here at NMIMS will be an unparalleled experience of intensive learning which will lead to a record of outstanding accomplishments in all walks of their life along with providing a deeper perspective to the ideas and practice of management of respective Family run businesses and new ventures.

I wish to thank each and every "Entrepreneur" for believing in us and trusting us completely.

Seema Mahajan

Director,
Pravin Dalal School of Entrepreneurship & Family Business Management

Integrated MBA (I-MBA) Program Introduction

Two degrees will be awarded on successful completion of the 5 year course during the convocation. Degrees awarded - BBA (E&FB), MBA (E&FB).

This is a uniquely designed 5 years' program after 12th class in the country aiming at balancing thoughts, experimentation, and action with logical reasoning, analysis and fundamentals of Business. The focus will remain on nurturing students with Entrepreneurial mindset and thought provoking leadership. The students will be prepared with fundamentals and skill set desired to lead their own family businesses understanding Business environment, processes, scaling, diversifications and expansions. The pedagogy used in 5 years will be combination of class room learning's by experienced faculty; guest sessions by subject experts, sector specific projects, and technology based exercises, off classroom grooming, experiential learning and international exposure.



Program Objectives

The aims of this rigorous, accelerated and application oriented course are to :

- Develop skills in successfully initiating, expanding, diversifying and managing a business enterprise with focus on understanding real life business situations and business practices.
- Inculcate among students, entrepreneurial competencies including self-confidence, goal setting, planning, information seeking, problem solving and planned risk taking.
- Provide intensive personal counselling to develop a competent entrepreneur and a successful business executive of tomorrow.

Pedagogy

We do everything we can to make an entrepreneurial dream a reality and hence equal importance is given to all aspects of a business. A judicious mix of classroom lectures by faculty members, case studies & project assignments along with industrial visits make this program interesting. Frequent interaction with highly reputed professionals / entrepreneurs is an important input of the program. To make this program more interactive, ample opportunity is provided to participants to apply knowledge from classrooms to their businesses.



Eligibility Criteria

- CBSE/HSC/IB-/ISC (12th Class) with 60% and above.
- Good communication skills.
- Basic understanding of their respective family run business.
- Zeal to learn and take higher responsibility.

Duration of Programme : 5 Years

In take capacity : 60 Students

Online Registration and Registration Fee : www.nmims.edu

Before filling the online form, please read all the instructions carefully mentioned in the Instruction Sheet and also refer the Important Dates.

Online Registration Fee is Rs. 3,000/- plus taxes (non-refundable)

Selection Process

- The Institute will assess the suitability of the student, based on the information provided in the application form.
- The applicant will have to go through a rigorous personal interview conducted by a panel, consisting of faculty members of the Institute.
- The focus will remain on the following:
 - Communication Skills
 - General Awareness
 - Basic Business Know-How
 - Zeal to Learn
 - Consistency in Thinking
- There will be no admission test.

Our Program Differentiation

On Field Experience - Including Educational Visits-National and International Linkages

- Access to real company situations
- Understanding processes & designs - Nationally and Internationally
- World Class Business Practices (through International visits)
- Learning from global environment
- Understanding business culture and etiquettes
- Understanding international markets and their focus

Parent Series inviting Guest-Speakers who are practicing and managing family business challenges

- Visibility as a practicing professional
- Demonstrate professional work habits
- Enhance career marketability and direction
- Experience sharing to open new thinking process
- Sharing existing leadership styles which are not covered in any books and management strategies
- Sharing ideas on family run businesses and issues of concern

Out Bound Learnings in an open environment-Team dynamics & Skill building

- Work effectively in groups and develop a plan of action in team settings
- Leadership skills
- Delegation issues
- Leading change and creative thinking
- Trusting others and respecting their view points

Enhanced Classroom Learning

- Application of critical thinking, descriptive and creative logic
- Adapt to complex uncertain environments
- Use of different networking models to enhance business deals
- Aggressive networking between Alumni

We believe in complete understanding with a difference

Course Curriculum

First Year

Area	Trimester I	Trimester II	Trimester III
Entrepreneurship & Family Business	Foundation of Management and Entrepreneurship (3)	Entrepreneurship in Developing Economies (1.5) Introduction to Indian Businesses (1.5) Indian cultural understanding covering different states (0.75)	Understanding of Indian Political System (0.75)
Business Environment and Strategy	Business Understanding (3) Understanding Indian Constitution (1.5)		Introduction to International Business Environment (3)
Communication		Oral Communication (3)	Written Communication (1.5)
Economics		Micro Economics (3)	Macro Economics(3)
Finance	Fundamentals of Accounting (3)	Basics of Cost Accounting (3)	Financial Reporting and Analysis (3)
Information System			Basic Computing Techniques (3)
Operations and Decision Sciences	Basic Mathematics Foundation Course (1.5)	Business Mathematics I (1.5)	Business Mathematics II (1.5)
Inter-disciplinary Credits			
FOCUSSED LEARNING			
Seminar Courses/Workshops	Understanding Self Basic Business Etiquettes Indian family Businesses – growth story Films – Management learnings	Foreign Language Introduction to Balance sheet Films – Successful Entrepreneurs and key take away	Business Secrets from India's top Entrepreneurs
Project - During Term *End Term	*Learning from Leaders	“MAHARAJAH'S OF INDIA”	Term End project Duration 6 Weeks
Facilitated Courses of Independent Studies	Family Business Insights	Families in Business - Generation to Generation	
Total Courses: 19 Total Credits: 42	Courses: 5 No of Credits: 12	Courses: 7 No of Credits: 14.25	Courses: 7 No of Credits: 15.75

Course Curriculum

Second Year

Area	Trimester IV	Trimester V	Trimester VI
Entrepreneurship & Family Business		Family Focused Business VS Business Focused Families (1.5)	
Business Environment and Strategy			Business Continuity Planning (3)
Communication			Organizational Communication(3)
Law		Legal Aspects of Business-I (3)	
Economics	Understanding Business Environment (3)		
Finance	Cost Accounting II (3)	Introduction to Banking, Accounting and Functions (3) (includes working capital)	
Human Resource and Behavioral Sciences	Understanding Self and Individual Dynamics (3)		Understanding Management Organization and Business (3)
Marketing	Marketing for Entrepreneurs (3)	Understanding Customer and Value Creation (3)	Network and Collaborations (1.5)
Operations and Decision Sciences	Statistics (1.5)	Operation Research (1.5)	Managing Operation (3)
Inter-disciplinary credits	Basic Manufacturing Processes (3)	Production Planning and Control (3)	Project Management (3) (setting up of a plant)
FOCUSSED LEARNING			
Seminar Courses/ Workshops	Leadership developments Basic Finance I-Plan Budget and Analyze	Basic Finance II-Plan Budget, Analyze & Reporting	Understanding of International culture /dances/musical/theatre
Project – During Term * End Term#	Project	#Summer Internship -In Company of your Choice /Sector	To be Identified by Student and approved by Mentor Duration 6 weeks
Case Writing Projects	Introductions to Cases	How to analyze a Case	Learnings from Case methodology
Facilitated Courses of Independent Studies	Family Governance		Business Dilemmas and Ethics
Total Courses: 18 Total Credits: 48	Courses: 6 No of Credits: 16.5	Courses: 6 No of Credits: 15	Courses: 6 No of Credits: 16.5

Course Curriculum

Third Year

Area	Trimester VII	Trimester VIII	Trimester IX
Entrepreneurship & Family Business			Understanding of Technological Entrepreneurship (3)
Business Environment and Strategy		Business Analysis and Portfolio Management (1.5) Business Plan I (1.5)	Basic Business Analytics for Decision Making (3) Business Plan II (1.5)
Communication			
Law			
Finance	Financial Markets and Instruments (3)		
Human Resource and Behavioral Sciences	Understanding HR Functions (3) Negotiation skills (1.5)		
Information System	Advanced Computing Techniques (3)	Web Designing and Technologies (1.5)	
Marketing	Managing Franchisee (1.5)	B2B Marketing (3) Managing the Sales Process (1.5)	Designing and Managing Channels (1.5)
Operations and Decision Sciences	Research Methods for Entrepreneurs (1.5)	Total Quality Management (3)	Project Management (1.5)
Inter-disciplinary Credits	Design Thinking (1.5)	Business Geographies- (1.5) Smart Cities- (1.5)	Sociology (1.5) Intellectual Property Rights (3) Implication of Psychology in Business (3)

FOCUSSED LEARNING

Seminar Courses/ Workshops	Introduction to Business Plan Art of Influencing workshop How successful Leaders get “even better”?	Family Business and I	Earning the right to lead Value Identification and Audit
Project – During Term* End Term	Project to be announced	Peer Group learning project with mentor assigned	6 weeks during term end
Facilitated Courses of Independent Studies	Role of Directors in family Business	Getting the Family to work together	Selection of Directors & Board Members

Total Courses: 23

Total Credits: 48

Courses: 7

No of Credits: 15

Courses: 8

No of Credits: 15

Courses: 8

No of Credits: 18

Course Curriculum

Fourth Year

Area	Trimester X	Trimester XI	Trimester XII
Entrepreneurship & Family Business	Entrepreneurship & Opportunity (1.5)	Growth Strategies for Entrepreneurial Business (1.5)	New Venture Creation (1.5) Family Business Leadership and Succession Planning (1.5) Start-up Foundations (1.5)
Business Environment and Strategy	Understanding Competition (1.5) Entrepreneurial wealth (1.5)	Governance of Family Businesses (1.5) Evaluating Business Models (1.5)	Executing Business Strategies (3) Business Plan (1.5)-(Auditing, DPR)
Law	Legal Aspects of Business - II (3)		
Finance	Analysis of Financial Statements -Theory and Practical (3)	Managing Capital and Liquidity in Family Businesses (3)	
Human Resource and Behavioral Sciences		Organizational Structure Design and Behavior (1.5)	Family Business Compensation (1.5)
Marketing	Consumer Behavior (3)	Analytical Marketing (3) Opportunity Scanning and Feasibility Analysis (1.5)	Integrated Marketing Communication(1.5)
Operations and Decision Sciences	Data Based Decision Making - Theory and Practical (1.5)		Supply Chain Management (3)
FOCUSSED LEARNING			
Seminar Courses/ Workshops	The CEO workshop Essential and Existing Practices in Family Business	Family Values and Value Creation Family Business and "I"	Succession Planning workshop Consumer behavior –practical study
Project -During Term & End Term	Project to be decided		
Case Writing Projects	Case Writing - Related to his own business	Case Writing Project	Case Writing Project
Facilitated Courses of Independent Studies	Driving growth through innovation		
Term End Integration	Integrated Case Study (1.5)	Integrated Case Study (1.5)	Integrated Case Study (1.5)
Total Courses: 25	Courses: 8	Courses: 8	Courses: 9
Total Credits: 48	No of Credits: 16.5	No of Credits: 15	No of Credits: 16.5

Course Curriculum

Fifth Year

Area	Trimester XIII	Trimester XIV	Trimester XV
Entrepreneurship & Family Business	Valuation of Family Businesses (1.5) Entrepreneurship Financing (Bootstrapping Pitching and Fundraising) (3) Family Business Maps: Asset and Roadblocks in Long-term Planning (1.5)	Persuasive Business Presentation (1.5)	Family Businesses in Distress (1.5) Self and Contextual Awareness (1.5)
Business Environment and Strategy	Valuation of Family Businesses (1.5)	Business Ethics and CSR (3)	Managing in Global Environment (1.5) Venture Growth Strategies (1.5) Delivering Business Growth (1.5)
Finance		Private Equity Finance for Family Businesses (1.5)	Mergers, Acquisitions and Restructuring (1.5) International Taxation Law (1.5)
Human Resource and Behavioral Sciences	Building and Leading Sales Team(1.5) Negotiation Skills (1.5)	Managing Conflicts in Family Businesses (3) Leadership and Team Work (3)	
Marketing	New Product Development (3)	Analysis of Term Sheet (1.5) Government Policies and SME (1.5)	Creating, Building and Rejuvenating Brand (1.5) Creativity and Innovation (1.5)
Operations and Decision Sciences	Business Analytics (Big Data Analysis) (1.5)		
Inter-disciplinary Credits	Integration project	Integration project	Integration project submissions
FOCUSSED LEARNING			
Seminar Courses/ Workshops	Leading Family Businesses in India - Their Growth Story	Choosing Advisors in Family Business	Business Secrets from world class Entrepreneurs
Project -During Term & End Term	Final project – Integrated to be submitted before the year end		
Case Writing Projects	Case Writing Project Related to his or her business)	Case Writing Project Term End Compulsory project	Case Writing Project (1.5)
Courses of Independent Studies		Design Thinking for Entrepreneurs	
Total Courses: 25	Courses: 8	Courses: 7	Courses: 10
Total Credits: 45	No of Credits: 15	No of Credits: 15	No of Credits: 15

Initiatives Outside Classroom Teaching

1. Pioneer Garage

It's a unique student driven activity. New Ideas / concept notes / business plans are presented, debated and discussed. Nearly 13% new business initiatives come out of "Pioneer Garage". The sessions are facilitated by the Director and subject experts from related Industries.

2. Events

Membership of various Associations and networking sites.
In-house activities run by CII-YI net.

3. Inspirus - Our flagship mega event

Annual event attended by 100 entrepreneurs.
Current topics impacting business or having future effect are deliberated.



Events that build the Entrepreneur in You

Alumni Speak

The E& FB course is precisely the same, its learning has no end, gaining knowledge has no boundary and the progress for each and every individual is unstoppable. The learning is beyond books, exams and assignments making the course a best choice for budding Entrepreneurs. The learning exposure on industries and business ideas would be in varied fields and markets giving an access point to start your own set up in any industry or even expanding one's own existing set up. The teaching faculty has been extremely cooperative and has helped us out of their way making the course a real time experience. I am extremely glad to have chosen the course, as the learning today fetches me closer to my goals of being an Entrepreneur.

- **Abhijeet Shetty**, Director - Rama Krishna Hotels (RK Group of Hotels), Batch: 2014-2016

A Great learning experience! Have benefited a lot from the course and learnt a lot. The course has changed my entire approach towards business and opened up a new school of thought in my mind. Had a great time in NMIMS it was totally worth the time spent.

- **Aniruddh Bhayani**, Director - Jackson Paper Products Pvt. Ltd., MBA E&FB, Batch 2014-2016

MBA E&FB is a great program for anyone looking to expand or diversify their family businesses. This program not only enhances outlook on their family businesses but helps to generate new ideas. The interaction with products of other family businesses from around the country is an added advantage.

With a set curriculum and best faculty in India, I would thoroughly recommend this program to graduates. I also think that it is necessary for a fresher to first work in respective family business before doing this course as certain concepts would be more revealing if there is a prior experience of working in the family business. Personally, it was a life changing experience for me as it not only made me an acute businessman but also exposed me to the environment in the business capital of the country. This I believe was priceless.

- **Nitin Desai**, Batch 2003

The 2 years spent at NMIMS help trigger a advanced level of thinking in the minds of young entrepreneurs, much needed today in the age of "MAKE IN INDIA".

- **Naval Naik**, Batch 2007

“Some dream for it, I worked for it.” With an enduring dedication to the pursuit of excellence, Narsee Monjee offers unparalleled student experiences across a broad spectrum of academic environments. My time at NMIMS gave me an opportunity to collaborate with classmates and talented faculty, and think about my priorities and goals for the long run. This helped me follow my intellectual curiosity, to help me embrace the future and to ensure that I hone leadership skills to manage a business conglomerate like M3M Group, effectively.

M3M has built a formidable brand equity within a short time-span owing to a firm commitment to innovation, quality, customer satisfaction and ethical behaviour of the highest standards.

Although we are a young company, hard work and diligence of our team have ensured that M3M today ranks amongst the foremost real estate brands in the country. Our portfolio includes several verticals such as residential, commercial, retail, hospitality, education and IT/SEZ. In fact, our vision is not restricted to India alone, M3M is also expanding its footprints in global markets.

One of the biggest investors at this year's Happening Haryana Global Investors Summit, M3M Group is known for providing Gurgaon residents with options of living in the most plush and luxurious settings. I am confident that no obstacle will seem too difficult to overcome for team M3M in the times to come.

- Pankaj Bansal, Director - M3M

We learnt about the tools of marketing and market analysis, costing as a decision making tool, management & leadership, supply chain, operations management etc. Along with these, lectures on the importance of image building and branding for family businesses were very helpful.

- Miloni Thakkar, KLT Automotive & Tubular Products Pvt. Ltd., (KLT Group), Mumbai

The understanding and application of various concepts in the FMBA subjects have been of great practical help. Assignments helped us understand the tools of management better. Supply chain, costing and finance were great learnings. We were privileged to have such great and experienced faculty who imparted knowledge through a blend of Practicals and Theory.

- Nancy Visaria, Shree Ganesh Shree (Food Products), Mumbai

MUMBAI



SHIRPUR



BENGALURU



HYDERABAD



INDORE



NAVI MUMBAI



SVKM'S
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Deemed to be UNIVERSITY

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