

## Syllabus

### Course description

<b>Course title</b>	<b>Family Business Management</b>
<b>Course code</b>	<b>25422 (loaned from 27196)</b>
<b>Scientific sector</b>	SECS-P/08
<b>Degree</b>	Master Entrepreneurship and Innovation
<b>Semester and academic year</b>	2nd semester 2019/2020
<b>Year</b>	1
<b>Credits</b>	6
<b>Modular</b>	No

<b>Total lecturing hours</b>	36
<b>Total lab hours</b>	-
<b>Total exercise hours</b> (guest lectures from family business leaders and experts)	15
<b>Attendance</b>	Highly recommended, but not required
<b>Prerequisites</b>	not foreseen
<b>Course page</b>	<a href="https://www.unibz.it/en/faculties/economics-management/master-entrepreneurship-innovation/course-offering/">https://www.unibz.it/en/faculties/economics-management/master-entrepreneurship-innovation/course-offering/</a>

<b>Specific educational objectives</b>	<p>The course refers to the typical educational activities and belongs to the scientific area of Entrepreneurship and Innovation. However, the study of family business is naturally multidisciplinary, drawing on a wide range of management disciplines.</p> <p>Family businesses are the most prevalent form of business organization globally. Family involvement causes family businesses to have unique organisational goals, structures and resources that eventually create distinctive management challenges for owners and managers. The family is an important source of competitive advantage for many firms, on the other hand it may cause serious dysfunctions in the business. For these reasons, family businesses require distinctive strategies and managerial practices in order to achieve success. What is more, international figures show that only a marginal number of family enterprises survives generational transitions. How can family enterprises achieve a match between internal organizational capabilities and external environmental conditions that facilitates improved performance, potentially across generations?</p> <p>This course provides students with theoretical frameworks</p>
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	<p>and practical tools to build an enlightened understanding of how to work entrepreneurially and professionally, in and with family firms, and manage the unique challenges and dilemmas faced by family enterprises effectively. Topics covered include family business governance, strategic management, family-driven innovation and entrepreneurial management, leadership succession, family-centered goals and goal setting processes, lifecycles and temporal family dynamics, professionalization and stakeholder management.</p> <p>This course will be beneficial to those students who are members of a family with established business interests, will likely find themselves working for a family-owned firm, and/or might be associated with such organizations in a professional capacity through such roles as consultant, accountant, lawyer, banker or even researcher.</p> <p>The course includes guest lectures from local, national and international family business leaders, consultants and experts, consistent with the practice-oriented nature of this course and the goal of the Unibz Centre for Family Business Management to foster interactions and connections between the students and the surrounding business and entrepreneurial community.</p>
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<b>Lecturer</b>	<b>Alfredo De Massis</b> Office E 512 b Alfredo.Demassis@unibz.it, tel. 0471 013301
<b>Scientific sector of the lecturer</b>	SECS-P/08
<b>Teaching language</b>	English
<b>Office hours</b>	please refer to the lecturer's web page <a href="https://www.unibz.it/en/faculties/economics-management/academic-staff/person/37012-alfredo-de-massis">https://www.unibz.it/en/faculties/economics-management/academic-staff/person/37012-alfredo-de-massis</a>
<b>Lecturing assistant</b>	Not foreseen
<b>Teaching assistant</b>	Not foreseen
<b>Office hours</b>	18
<b>List of topics covered</b>	<p>Introduction to family enterprises: resources and organizational goals</p> <p>Conceptual models, types and heterogeneity of family enterprises</p> <p>Managing leadership succession in family enterprises</p> <p>Innovation and technology management in family enterprises</p> <p>Managing agency and trust relationships in the family enterprise</p> <p>Professionalization, growth and family business</p>

	<p>governance Noneconomic goals and performance in family enterprises Managing family firms' stakeholders for longevity Guest lectures from family business leaders, consultants and experts</p>
<p><b>Teaching format</b></p>	<p>Frontal lectures, guest speeches from industry experts, in-class discussions, case studies and projects. The case studies are discussed in class and students will receive an assessment for each case study discussion.</p>
<p><b>Learning outcomes</b></p>	<p>Knowledge and understanding</p> <ul style="list-style-type: none"> <li>• Appreciate and understand the role of families in enterprises</li> <li>• Understand the unique strategic and managerial challenges for family enterprises</li> <li>• Understand theoretical concepts related to family enterprises</li> </ul> <p>Applying knowledge and understanding</p> <ul style="list-style-type: none"> <li>• Assess the role of families for creating and sustaining competitive advantage and disadvantages</li> <li>• Critically evaluate strengths and weaknesses of family enterprises in context</li> <li>• Understand key dimensions of family influence and their organizational implications</li> </ul> <p>Making judgments</p> <ul style="list-style-type: none"> <li>• Make judgements about the distinctive organisational and managerial implications of family influence on business enterprises</li> <li>• Critically appraise alternative approaches to managing family enterprises</li> <li>• Evaluate the advantages and disadvantages of family enterprises</li> </ul> <p>Communication skills</p> <ul style="list-style-type: none"> <li>• Develop communication skills for presenting and discussing family business case studies</li> </ul> <p>Learning skills</p> <ul style="list-style-type: none"> <li>• Identify critical issues in family enterprises and find organizational solutions</li> <li>• Systematically choose between different routes of action in the family enterprise</li> <li>• Create and evaluate concepts related to family enterprises</li> </ul>
<p><b>Assessment</b></p>	<ul style="list-style-type: none"> <li>• Written and oral: written exam with review questions, in-class oral project work presentation (analysis of a family business case) and discussions</li> <li>• Project work done in groups or, for non-attending</li> </ul>

	<p>students, individually</p> <p><i>NOTE: Project work are valid for 1 academic year and cannot be carried over beyond that time-frame.</i></p>
<b>Assessment language</b>	English
<b>Evaluation criteria and criteria for awarding marks</b>	<p>60% Written exam 30% Project work presentations 10% In-class discussions</p> <p>The written exam consists of review questions or written critical assessments of family business issues. The project work consists of the analysis and discussion of a family business case. Cases will be assigned by the lecturer and presented during some of the lectures. The presentations are expected to be based on theoretical concepts covered in class and the extant literature and should address the questions, educational goals and learning outcomes attached to each case study. In-class discussions refer to presentation of case studies by other students as well as interaction with guest speakers from the business community.</p> <p>It is relevant for written exam: clarity of answers based on the knowledge provided in readings, text books, slides and information provided by practitioners, ability to summarize, evaluate, and establish relationships between topics, ability to critically analyse family business issues. It is relevant for project work: ability to work in a team, creativity, skills in critical thinking, ability to summarize in own words and presentation skills.</p>
<b>Required readings</b>	<p>Recommended texts and notes will be provided at the end of each lecture, and included in the lecture slides. Moreover, a list of selected resources for family business education in the form of books, movies, magazines, and teaching cases will be made available in the initial lecture. Below is a list of some of the most recommended readings, which serves as a general guide. Course material will be made available through the course page on Reserve Collection.</p> <p>Arzubiaga, U., Kotlar, J., De Massis, A., Maseda, A., Iturralde, T. (2018). Entrepreneurial orientation and innovation in family SMEs: Unveiling the (actual) impact of the Board of Directors. <i>Journal of Business Venturing</i>, Forthcoming. DOI: <a href="https://doi.org/10.1016/j.jbusvent.2018.03.002">https://doi.org/10.1016/j.jbusvent.2018.03.002</a></p> <p>Campopiano G., De Massis A., Chirico F. (2014). Firm philanthropy in small and medium-sized family firms: The effects of family Involvement in ownership and management. <i>Family Business Review</i>, 27(3), 244-258.</p> <p>Carney, M. (2005). Corporate governance and competitive advantage in family-controlled firms. <i>Entrepreneurship Theory</i></p>

- and Practice*, 29, 249-65.
- Chrisman J.J., Chua J.H., De Massis A., Frattini F., Wright M. (2015). The ability and willingness paradox in family firm innovation. *Journal of Product Innovation Management*, 32(3), 310-318.
- Chrisman, J.J., Chua, J.H., De Massis, A., Minola, M., Vismara S. (2016). Management Processes and Strategy execution in Family Firms: From "What" to "How". *Small Business Economics*, In Press.
- Chua, J. H., Chrisman, J. J. and Sharma, P. (1999). Defining the family business by behavior. *Entrepreneurship: Theory and Practice*, 23, 19-39.
- De Massis, A., Audretsch, D., Uhlaner, L., Kammerlander, N. (2018). Innovation with limited resources: Management lessons from the German Mittelstand. *Journal of Product Innovation Management*, 35(1), 125-146. (video abstract: [https://youtu.be/dz8QFI\\_AX8I](https://youtu.be/dz8QFI_AX8I)).
- De Massis A., Chirico F., Kotlar J, Naldi L. (2014). The Temporal Evolution of Proactiveness in Family Firms: The Horizontal S-Curve Hypothesis. *Family Business Review*, 27(1), 35-50.
- De Massis A., Chua J.H., Chrisman J.J. (2008). Factors Preventing Intra-Family Succession. *Family Business Review*, 21(2), 183-199
- De Massis A., Di Minin A., Frattini F. (2015). Family-driven innovation: Resolving the paradox in family firms. *California Management Review*. 58(1), 5-19.
- De Massis A., Frattini F., Pizzurno E., Cassia L. (2015). Product Innovation in Family versus Non-Family Firms: an Exploratory Analysis. *Journal of Small Business Management*, 53(1), 1-3.
- De Massis A., Kotlar J., Campopiano G., Cassia L. (2015). The Impact of Family Involvement on SMEs' Performance: Theory and Evidence. *Journal of Small Business Management*, 53(4), 924-948.
- De Massis, A., Frattini, F., Kotlar, J., Messeni-Petruzzelli, A., Wright M. (2016). Innovation through tradition: Lessons from innovative family businesses and directions for future research. *Academy of Management Perspectives*, 30(1), 93-116.
- De Massis A., Frattini F., Majocchi A., Piscitello L. (2018). Family firms in the global economy: Toward a deeper understanding of internationalization determinants, processes and outcomes. *Global Strategy Journal*. In press. DOI: 10.1002/gsj.1199
- De Massis A., Sharma P., Chua J.H., Chrisman J.J. (2012). *Family Business Studies: An Annotated Bibliography*. Edward Elgar, Cheltenham Glos, UK.
- De Massis, A., Kotlar, J. (2015). Learning resources for family business education: A review and directions for future developments. *Academy of Management Learning & Education*, 14(3), 415-422.
- De Massis, A., Kotlar, J., Chua, J. H. and Chrisman, J. J. (2014). Ability and Willingness as Sufficiency Conditions for Family-Oriented Particularistic Behavior: Implications for Theory and Empirical Studies. *Journal of Small Business Management*, 52(2), 344-364.
- De Massis, A., Kotlar, J., Frattini, F., Chrisman, J., Nordqvist, M. (2016). Family governance at work: Organizing for new

- product development in family SMEs. *Family Business Review*, 29(2), 189-213.
- De Massis, A., Sieger, P., Chua, J.H., Vismara, S. (2016). Incumbents' attitude toward intrafamily succession: An investigation of its antecedents. *Family Business Review*, in press.
- Filser, M., De Massis, A., Gast, J., Kraus, S., Niemand, T. (2018). Tracing the roots of innovativeness in family SMEs: The effect of family functionality and socioemotional wealth. *Journal of Product Innovation Management*. Forthcoming. DOI: 10.1111/jpim.12433.
- Garcia, P.R.J., Sharma, P., De Massis, A., Wright, M., Scholes, L. (2018). Perceived parental behaviors and next generation engagement in family firms: A social cognitive perspective. *Entrepreneurship Theory & Practice*, Forthcoming.
- Gedajlovic, E. and Carney, M. (2010). Markets, Hierarchies, and Families: Toward a Transaction Cost Theory of the Family Firm. *Entrepreneurship Theory and Practice*, 34, 1145-72.
- Gersick, K.E., Davis, J.A., Hampton, M.M., & Lansberg, I. (1997). *Generation to Generation: Life Cycles of the Family Business*. Harvard Business School Press.
- Kotlar, J. and De Massis, A. (2013). Goal setting in family firms: Goal diversity, social interactions, and collective commitment to family-centered goals. *Entrepreneurship Theory and Practice*, 37
- Kotlar J., De Massis A., Frattini F., Bianchi M., Fang H. (2013). Technology Acquisition in Family and Nonfamily Firms: A Longitudinal Analysis of Spanish Manufacturing Firms. *Journal of Product Innovation Management*, 30(6), 1073-1088
- Kotlar, J., Signori, A., De Massis, A., Vismara, S. (2018). Financial wealth, socioemotional wealth and IPO underpricing in family firms: A two-stage gamble model. *Academy of Management Journal*, 61(3), 1-27. DOI: 10.5465/amj.2016.0256.
- Mazzelli, A., Kotlar, J., De Massis, A. (2018). Blending in while standing out: Selective conformity and new product introduction in family firms. *Entrepreneurship Theory & Practice*, 42(2), 206-230.
- Memili E., Fang H., Chrisman J.J., De Massis A. (2015). The impact of small- and medium-sized family firms on economic growth. *Small Business Economics*, 45(4), 771-785
- Miller, D. and Le Breton-Miller, I. (2005). *Managing for the long run*. Harvard Business School Press Boston, MA.
- Rondi, E., De Massis, A., & Kotlar, J. (2018). Unlocking innovation potential: A typology of family business innovation postures and the critical role of the family system. *Journal of Family Business Strategy*. In press. DOI: <https://doi.org/10.1016/j.jfbs.2017.12.001>.
- Sciascia S., Nordqvist M., Mazzola P., De Massis A. (2015). Family Ownership and R&D Intensity in Small and Medium-Sized Firms. *Journal of Product Innovation Management*. 32(3), 349-360.
- Zellweger, T. M., Kellermanns, F. W., Chrisman, J. J., & Chua, J. H. 2012. Family Control and Family Firm Valuation by Family CEOs: The Importance of Intentions for Transgenerational Control. *Organization Science*, 23(3): 851-868

**Supplementary readings**

Supplementary readings will be distributed and recommended to the students. The suggested reading will be regularly updated.