

Syllabus

Course description

Course title	Management of SMEs: <i>Fundamentals of Family Business Management</i>
Course code	27341
Scientific sector	SECS-P/08
Degree	Bachelor in Economics and Management
Semester and academic year	2nd semester 2020/2021
Year	3rd
Credits	6
Modular	No
Total lecturing hours	36
Total lab hours	-
Total exercise hours	-
Attendance	Highly recommended, but not required
Prerequisites	not foreseen
Course page	https://www.unibz.it/it/faculties/economics-management/bachelor-economics-management/

Specific educational objectives

The course refers to the complementary educational activities chosen by the student and belongs to the scientific area of Business Administration and Strategic Management. However, the study of SMEs, and particularly family businesses is naturally multidisciplinary, drawing on a wide range of management disciplines.

Family businesses are the most ubiquitous form of business organization globally and the enduring influence of families on business and society is an essential part of the backbone of any world economy. In Italy and Germany, more than 90% of the businesses are family-owned or –managed, including many of the largest publicly listed firms. Family enterprising is particularly important in South Tyrol, and, more in general, North-Eastern Italy, where family businesses and business families traditionally drive entrepreneurial activity and provide local communities with employment and stability playing a leading role in the social and economic wealth creation of the region.

While family businesses make up the overwhelming majority of all business enterprises, business schools have largely overlooked the unique and complex challenges associated with their management. Family businesses are different from other profit-seeking organizations due to the family's influence on the firm's strategic goals,

governance structures and competitive resources. Sometimes, the distinctive traits of family businesses correspond to unique strengths and competitive advantages, but they can also cause severe organizational dysfunctions that may ultimately lead to poor firm performance. What is more, international figures show that only a minimal number of family firms survive generational transitions.

This course provides students with fundamental knowledge and basic 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 businesses effectively. Topics covered include fundamentals of management and economics in the context of family firms, family business governance, innovation, growth and entrepreneurial management, introduction to succession and generational transitions, family-centered goals and goal setting processes, strategic management and decision making in family firms, internationalization, stakeholder management and fundamentals of family business branding.

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.

Course lectures include 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.

Lecturer	Alfredo De Massis Office E512 b Alfredo.Demassis@unibz.it tel. 0471 013301 https://www.unibz.it/it/faculties/economics-management/academic-staff/
Scientific sector of the lecturer	SECS-P/08
Teaching language	English
Office hours	please refer to the lecturer's web page

Lecturing assistant	Not foreseen
Teaching assistant	Not foreseen
Office hours	--
List of topics covered	<p>Definitions and distinctive traits of family firms</p> <p>Circles, stages, theories and models</p> <p>Fundamentals of business administration and decision making in family firms</p> <p>Governance in family firms</p> <p>Power and succession in family business</p> <p>Managing family and business strategies</p> <p>Managing innovation and technological change in family firms</p> <p>Collaborative and open innovation in family firms</p> <p>Sustainability in family firms</p> <p>Goals and goal setting in family business</p> <p>Guest lectures from family business leaders, consultants and experts</p>
Teaching format	Frontal lectures, discussions, workshops, case studies, and project assignments (optional)
Learning outcomes	<p>Knowledge and understanding</p> <ul style="list-style-type: none"> • Understand basic principles behind the management and administration of family firms • Understand the distinctive strategic and managerial challenges to effectively manage family firms • Appreciate and understand the role of families in business organizations <p>Applying knowledge and understanding</p> <ul style="list-style-type: none"> • Assess the role of families for creating and sustaining competitive advantage and disadvantages • Understand key dimensions of family influence and their implications for business administration and organizational outcomes • Critically evaluate strengths and weaknesses of family firms in context <p>Making judgments</p> <ul style="list-style-type: none"> • Make judgements about the distinctive organisational and managerial implications of family influence on business organizations • Critically appraise alternative approaches to managing family firms for longevity • Evaluate the advantages and disadvantages of family firms <p>Communication skills</p> <ul style="list-style-type: none"> • Develop communication skills for presenting and discussing family business cases or other project

	<p>assignments in the context of family firms</p> <p>Learning skills</p> <ul style="list-style-type: none"> • Detect critical issues in family business management and identify organizational solutions • Systematically make decisions between different routes of action in the family business • Develop and evaluate concepts related to family firms
<p>Assessment</p>	<ul style="list-style-type: none"> • Written exam and a mid-term assignment (optional): written exam with review questions to test knowledge of theory and application skills. • Written group assignment (optional) is a project work carried in groups in the mid-term in a form of a presentation or report. • Non-attending students, if they decide to do the optional project work, will prepare it individually. <p><i>NOTE: Written group assignments are valid for 1 academic year and cannot be carried over beyond that time-frame.</i></p>
<p>Assessment language</p>	<p>English</p>
<p>Evaluation criteria and criteria for awarding marks</p>	<p>100% Written exam for students who do not submit an assignment (group project) Additional 0 to 3 points for the optional project work</p> <p>The written exam consists of review questions or written critical assessments of topics related to management and economics of family business. The mid-term assignments (project works), in the form of a .ppt presentation, consist in the analysis and discussion of management challenges and issues in the context of family firms. Project works will be assigned by the lecturer and delivered before the end of the course. The presentations are expected to be based on theoretical concepts covered in class and the extant literature.</p> <p>It is relevant for written exam: clarity of answers based on the knowledge provided in readings, text books, slides and verbal information (including the practitioners' workshops), 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>
<p>Required readings</p>	<p>Recommended texts and notes will be provided at the end of each lecture, and included in the lecture slides. Before each lecture, the slides and required readings will be uploaded on Reserve Collections. Moreover, a list of</p>

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.

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. *Journal of Business Venturing*, Forthcoming. DOI: <https://doi.org/10.1016/j.jbusvent.2018.03.002>

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. *Family Business Review*, 27(3), 244-258.

Carney, M. (2005). Corporate governance and competitive advantage in family-controlled firms. *Entrepreneurship Theory 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).

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., 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. 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., 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

	<p>impact of small- and medium-sized family firms on economic growth. <i>Small Business Economics</i>, 45(4), 771-785</p> <p>Miller, D. and Le Breton-Miller, I. (2005). <i>Managing for the long run</i>. Harvard Business School Press Boston, MA.</p> <p>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. <i>Journal of Family Business Strategy</i>. In press. DOI: https://doi.org/10.1016/j.jfbs.2017.12.001.</p> <p>Sciascia S., Nordqvist M., Mazzola P., De Massis A. (2015). Family Ownership and R&D Intensity in Small and Medium-Sized Firms. <i>Journal of Product Innovation Management</i>. 32(3), 349-360.</p> <p>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. <i>Organization Science</i>, 23(3): 851-868.</p>
<p>Supplementary readings</p>	<p>Supplementary readings will be distributed and recommended to the students. The suggested reading will be regularly updated on Reserve Collections.</p>