

DEREE COLLEGE SYLLABUS FOR:

MG 3353 FAMILY BUSINESS MANAGEMENT - Level 6

**Compulsory
15 UK Credits**

PREREQUISITES: MG 2034 Organizational Behavior and Human Resource Management
AF 2006 Financial Accounting
MK 2050 Principles of Marketing **or**
MK 2030 Fundamentals of Marketing

CATALOG

DESCRIPTION: Understanding the family business in terms of evolutionary stages; individual development and career planning; management of family structure, conflicts and relationships; and organizational issues, including succession and estate planning, strategic planning and formalizing the firm.

RATIONALE: It is estimated that, in the United States, family businesses generate about half of the gross domestic product and half of total wages paid. About 90% of all U.S. businesses are family-owned or -controlled. The contribution of family-managed businesses to the Greek economic environment is still more pronounced. Family businesses possess the strengths and values of both the business and the family, but their separate needs present challenges that can threaten business continuity. The special nature of family businesses requires specific techniques and strategies to increase their chances of long-term success.

LEARNING OUTCOMES: As a result of taking this course, the student should be able to:

1. Demonstrate a strong working knowledge of the special characteristics of family-managed businesses and apply effectively models of family business growth, aging and development. (application)
Programme Learning Outcome Addressed: A.8.2
2. Identify, assess and create strategies and policies for the successful management of family businesses. (application, synthesis, evaluation)
Programme Learning Outcome Addressed: A.8.2., B.1
3. Discuss and assess appropriate techniques for the introduction and integration of family members and non-family executives into the business. (comprehension, evaluation)
Programme Learning Outcome Addressed: A.8.2, B.1, B.2, D.1, D.2
4. Apply, integrate and assess succession and power transfer models. (application, synthesis and evaluation)
Programme Learning Outcome Addressed: A.8.2, B.1, B.2, B.5, D.1
5. Demonstrate a working knowledge of how family relationships interact with business activities. (application)
Programme Learning Outcome Addressed: A.8.2, C.2, D.2
6. Assess the value of a family business and assess the role of family firms in economic development in a range of diverse contexts. (evaluation)
Programme Learning Outcome Addressed: A.8.2, B.3, B.5, D.3

METHOD OF TEACHING AND LEARNING:

In congruence with the learning and teaching strategy of the college, the following tools are used: lectures, case studies, the carrying out of a research project and class discussion using appropriate communication skills.

ASSESSMENT:

Coursework - formative	0	case studies and experiential exercises
Major written project - summative	40	
Final examination (2-hour, comprehensive) - summative	60	essay-type

The formative coursework prepares students for the final examination and the major written project.

The comprehensive final examination tests all Learning Outcomes 1,2,3,4,5,6.

The major written project tests all Learning Outcomes 1,2,3,4,5,6.

INDICATIVE READING: REQUIRED READING:

Poza, Ernesto J. Family Business. 3rd Edition, South-Western, Cengage Learning, 2010.

RECOMMENDED READING:

Relevant articles from appropriate journals and websites (fambiz.com) to be recommended during the course and updated on a regular basis.

Additional and relevant books include:

1. Ibrahim, B. and W. Ellis. Family Business Management: Concepts and Practice, Kendall Hunt, Second Edition, 2004.
2. Hoover, E. and C. Hoover. Getting Along in Family Business – The Relationship Intelligence Handbook, Routledge, 1999.
3. Handler, W. “The Family Venture” in W. Sahlman and H. Stevenson, The Entrepreneurial Venture. Harvard Business School Publications, pp. 311-324, 1991.
4. Kets de Vries, M. Human Dilemmas in Family Business: Texts and Cases. Routledge, 1996.

COMMUNICATION REQUIREMENTS:

Cases, assignments and major term project prepared using Word Presentations in class using PowerPoint

SOFTWARE REQUIREMENTS:

Microsoft Word
PowerPoint
Internet Explorer

INDICATIVE CONTENT:

1. Definitions and Concepts of Family-Managed Businesses
2. Significance of Family-Managed Businesses to the Economy and to Economic Development
3. Life-Cycle Models of Family-Managed Businesses
4. The Effect of Family Values and Heritage on Business Strategy and Goals
5. Decision-Making in the Family Business
6. Communication, Trust and Conflict in Family Firms
7. Motivating and Compensating non-Family Executives
8. Introducing Second- and Third-Generation Family Members to the Business; Preparation, Career Planning, and Compensation
9. Combining Formal and Informal Systems Effectively

10. Creating a Strategy
11. Planning the Business
12. Financial Considerations and Valuation of the Family Business
13. Managing Family Relationships in the Business Setting: Parents and Offspring; Siblings; and Spouses
14. Succession, Transfer of Management and Ownership in the Family Business
15. Gender and the Family Firm
16. Managing and Inheriting the Family Firm
17. Change, Adaptation and Innovation: The Future of Family Business