



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal - 500 043, Hyderabad, Telangana

COURSE CONTENT

FAMILY BUSINESS MANAGEMENT								
III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
		L	T	P		C	CIA	SEE
CMBD42	Elective	4	-	-	4	40	60	100
		Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45
Prerequisite: Entrepreneurship Development								

I. COURSE OVERVIEW:

The aim of this course provides a holistic understanding of the unique dynamics, challenges, and strategic considerations within family-run enterprises. From succession planning and family governance to successor development of entrepreneurship, participants will gain insights into sustaining and growing family businesses across generations.

II. COURSES OBJECTIVES:

The students will try to learn:

- I. Business as a unique synthesis, Succession and Continuity.
- II. The responsibilities of shareholders to the company - Effective Governance of the shareholder
- III. The life cycle stages influencing family business strategy and turning core competencies into competitive advantage.
- IV. Traditional inventory policies to both material requirements planning and just-in-time manufacturing and also generates schedules using several different strategies.

III. COURSE OUTCOMES:

At the end of the course students should be able to:

- CO1 Explore the synthesis of family business, succession planning, and continuity through generational shifts.
- CO2 Examine shareholder priorities, effective governance, and family governance structures.
- CO3 Identify characteristics of next-generation leaders, assess attributes for responsible leadership
- CO4 Explains the role of CEOs in succession. Explore CEO spouse dynamics and power transfer.
- CO5 Describe the life cycle stages influencing family business strategy, turning core competencies into competitive advantages, and developing a unique vision for family-controlled businesses.
- CO6 Demonstrate the evolution of family businesses, continuity, and cultural aspects.

IV. COURSE CONTENT:

MODULE – I: INTRODUCTION TO FAMILY BUSINESS (06)

Family Business as a unique synthesis, Succession and Continuity: The three generation rule, Building Family business that last, The systems theory model of Family Business, Agency Theory of Family business, The stewardship perspective of family business, Competitive Challenges and Competitive advantages of family businesses, The role of Genograms and family messages to understand the family system. Family emotional intelligence, The ECI-U Model.

MODULE - II: OWNERSHIP CHALLENGES AND FAMILY GOVERNANCE (09)

Shareholder Priorities – Managers vs. Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.

MODULE - III: SUCCESSOR DEVELOPMENT (12)

Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power

MODULE - IV: STRATEGIC PLANNING AND TRANSGENERATIONAL ENTREPRENEURSHIP (08)

Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage. The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.

MODULE - V: THE FUTURE OF FAMILY BUSINESS (10)

New Leaders of the Evolution - Three states of evolution-Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.

V.TEXT BOOKS:

1. Keep Hunt, “The Family Business”, Graphic Arts Books, April 2021.
2. Josh Baron, Rob Lachenauer, “Harvard Business Review Family Business Handbook”, Harvard Business Review Press, Jan 2021.
3. Thomas Zellweger, “Managing the family business”, Edward Elgar Publishing Ltd, April 2017.
4. Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 3rd Edition, 2015.
5. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 7th Edition, 2015.
6. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 4th Edition, 2010.
7. Sudipt Dutta, Family Business in India, Sage Publications, 5th Edition, 1997.

VI. REFERENCE BOOKS:

1. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 3rd Edition, 2011.
2. M. Nordqvist, T. Zellweger, Trans generational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 4th Edition, 2010.

VII. Web References:

1. https://www.researchgate.net/.../304540682_List_of_References_for_Family_Business
2. <https://www.e-elgar.com/shop/books/business-and-management/family-business-bam>

VIII. E-Text Books:

1. https://www.sk.sagepub.com/reference/hdbk_familybusiness
2. <https://www.encyclopedia.com/reference/encyclopedias-almanacs.../family-business>