



COURSE SYLLABUS

Course Number: L&S143 FAMILY BUSINESS MANAGEMENT

Department of Leadership and Strategy

Schedule: MWF 12:30-2:30, SOM 104 (Accelerated course)

Instructor: **Ricardo H. Mercado**

1st Semester SY 2012-2013

Course Description:

Family Businesses compose most of the businesses that operate in the country. The successes of these businesses contribute to the over-all economic health of the country. Understanding how family businesses are run including the dynamics of the family within the business add to the healthiness of the enterprise.

This course will expose the students on the dynamics and communication issues in a *family*. The students will also learn leadership and relationships that are inherent in family businesses and how these intertwined in the ownership, governance and management of the family business. Ownership legacy, sibling rivalries, professionalism, succession, and strategic planning are some of the topics that will be covered in this course. Family businesses in the Asian context will be discussed in line with their successes and failures. It will present theoretical framework for understanding the family form of business organization and a practice perspective on consulting to family firms and/or working as a family member in a family business.

Course Objectives:

Develop a working knowledge in addressing concerns in management, governance and relational dynamics in family firms.

Improve communication, family council meetings, conflict resolution and lead family members towards positive changes for the family and business.

Importance of family constitution

Learn parallel strategic planning for the family and business.

Course Outline and Timeframe:

Session 01	Jun 11 M	Intro / Policies / Teacher-Student contract
Session 02	Jun 13 W	Family Family Relationships and Family Systems Meaning of family Family systems
Session 03	Jun 15 F	What is a healthy family? Individual roles/functions in the family Conflicts in the family
Session 03	Jun 18 M	Resolving conflicts in the family
Session 04	Jun 20 W	Group reports on assigned readings¹

Session 05	Jun 22 F	Group reports on assigned readings² <i>Submission of Title of Project paper</i>
Session 06	Jun 25 M	Family Business / Governance Close look on the entrepreneur Family business systems vs. Family systems
Session 06	Jun 27 W	Family Council Video showing Harvard: Family Governance
Session 07	Jun 29 F	Need to Plan / Parallel Planning Process Need to plan Planning process Family business planning questions <i>Submission of outline of Project paper</i>
Session 07	Jul 02 M	Balancing family and business planning
Session 08	Jul 04W	Group reports on assigned readings³
Session 09	Jul 06	FGroup reports on assigned readings³
Session 10	Jul 09 M	Exams # 01 (Use bluebook)
Session 11	Jul 11 W	Video by INC Magazine: How to run a Successful Family Business Submit a one page reflection/commentary paper next class day Invite Speaker(s)
Session 11	Jul 13	FConsultation on Group Project paper (JGSOM meeting room) <i>Submission of draft of project Paper</i>
Session 12	Jul 16 M	Professional Management Effective Outside Boards Other topics related to professional mgmt.
Session 13	Jul 18 W	Family Constitution <i>Read: Poza – Chapter 11 Sample Family Constitution: Kropps Family Constitution</i>
Session 14	Jul 20 F	Planning for Succession In-laws Discussions on characteristics of successful Family businesses
Session 15	Jul 23 M	Group reports on assigned cases⁴
Session 16	Jul 25 W	Group reports on assigned cases⁵
Session 17	Jul 27 F	Individual Research Discussion in Class
Session 18	Jul 30 M	Individual Research Discussion in Class

Session 19	Aug 01 W	Individual Research Discussion in Class
Session 20	Aug 03 F	Course integration / Lecturer's own family business experience
Session 21	Aug 06 M	Exams # 02 (Use bluebook)**
Session 22	Aug 13 M	Submission of Final Group Project Paper⁶ 3:00pm at the L&S Department-JGSOM. Late papers will not be accepted

** Note: Additional sessions maybe added to accommodate speakers, video showing, individual research discussion, or extra lecture day. Long exam will be adjusted accordingly

All reporting groups must submit a comprehensive written report on the day of presentation. These groups must prepare well for the presentation and grading will be based on presentation, class interaction and written report. Written reports will be graded on the manner of synthesizing the assigned readings. For cases, grading will be on the depth of the analysis, integrating what has been learned in lectures, readings and student's own insights. Individual written reports on readings/cases to be announced in class.

Readings as indicated on the superscript numbers^{1&2}:

1. **What's Your Family Like** by Virginia Satir
2. **Ch 1 Growing Up w/a Family Business** by Greg McCann
3. **Ch 2 Taking ownership of Your Life** by Greg McCann
4. **Ch 3 Understanding Relationships in the Family/Business** by Greg McCann
5. **Getting Along in Family Business** by Edwin Hoover & Colette Hoover

Readings as indicated on the superscript number³

1. **The Family Council: How Families Plan for the Business** by Dennis Jaffe
2. **The Family Business as Paradox-Which to Choose: Family or Business** by Schuman/Ward/Stutz
3. **Family Business Governance & Role of Board of Directors** by Carlock/Ward
4. **Succession Planning for the Family Owned Business** by Fager/McKinney
5. **Assuring a Healthy Business** by Ward/Carlock

Cases^{4&5}

1. **Precista Tools AG (A & B)**
2. **Salvatore Ferragamo, SpA**
3. **Sam Steinberg (A) & (B) (Condensed)**
4. **Fel-Pro (A)**
5. **Clements Family Corporation (A,B &C)**

Group Project Paper⁶ (Framework)

The project paper will follow the **course main topics on Family, and Family Business**. Write about the Family dynamics, which may include relationships, systems, conflicts etc. On the Family business include the characteristic of the founder, head of the business, difficulties encountered by the business that are family related, etc. **Include interdependence and integration of both the family dynamics and family business, how each affect the other. Finally write your recommendation as a capstone of everything that you have learned from the course. Use graphs, illustrations, charts etc in your papers to improve quality. (See separate guidelines)**

IV. Grading System

Individual reports / case analysis	20%
Group reports	20%
Long exams	20%
Group project paper	20%
Class participation	20%

	100%

V. Required Textbook and/or Course pack

LS 143 Family Business Management course pack.

VI. Classroom Policies

Class attendance will be checked in all sessions. Over-cut will be marked accordingly and considered withdrawn from the class.

School rules will be strictly followed. No eating at anytime inside the classroom. Use of cell phones or beepers is strictly prohibited inside the classroom. Anyone disturbing the proceedings in class will be asked to leave the classroom and will be marked absent.

Group members are expected to dress properly during reporting sessions-meaning no shorts and collarless shirts, slippers or athletic shoes. **JGSOM dress code strictly enforced at all times.**

VII. Consultation Hours

Every Friday from _____, at the L&S Department JGSOM. Other times may be arranged with Department staff.

You may email me at: rihm1@yahoo.com.ph or rmercado@ateneo.edu regarding important concerns.

Thank you and I hope we all have a challenging, wonderful, and student-centered learning semester.