



MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(AN AUTONOMOUS INSTITUTION)

(Approved by AICTE, New Delhi & Affiliated to JNTUH, Hyderabad)

Accredited by NAAC with 'A' Grade & Recognized Under Section 2(f) & 12(B) of the UGC act, 1956

COURSE CONTENT

FAMILY BUSINESS MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA0022E	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of Family business management.								

COURSE OVERVIEW:

This course provides an understanding of family business management and its unique characteristics. It examines the structure, governance, and challenges faced by family-owned enterprises, including succession planning and ownership issues. The course also focuses on successor development, strategic planning, transgenerational entrepreneurship, and the long-term sustainability of family businesses. It further explores leadership transitions, organizational change, and strategies for ensuring continuity and growth across generations.

COURSE OBJECTIVES:

- To understand the concept and characteristics of family businesses.
- To examine ownership challenges and governance in family firms.
- To study the process of successor development and leadership transition.
- To analyze strategic planning and entrepreneurship in family businesses.
- To understand strategies for continuity, growth, and sustainability of family enterprises.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Describe characteristics of family businesses, containing succession theories, system models, agency - stewardship perspectives, emotional intelligence factors and genogram applications in business dynamics.
2. Differentiate ownership - governance challenges in family businesses by distinguishing shareholder and managerial roles while focussing strategic fit elements that support enterprise sustainability.
3. Apply next-generation leadership concepts by selecting key attributes, managing interdependent relationships and elucidate CEO-family dynamics in succession planning
4. Analyze life cycle stages of family businesses by valuating strategic regeneration efforts, core competencies and entrepreneurial actions that contribute competitive advantage.
5. Evaluate transformation strategies in family businesses by reviewing leadership transitions,

cultural change processes, organizational development methods and mechanisms for institutionalizing.

UNIT-I: INTRODUCTION TO FAMILY BUSINESS

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.

UNIT-II: OWNERSHIP CHALLENGES AND FAMILY GOVERNANCE

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.

UNIT-III: SUCCESSOR DEVELOPMENT

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.

UNIT-IV: STRATEGIC PLANNING AND TRANSGENERATIONAL ENTREPRENEURSHIP

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 – Entrepreneurship.

UNIT-V: THE FUTURE OF FAMILY BUSINESS

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.

TEXT BOOKS:

1. Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 3rd Edition, 2015.
2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 4th Edition, 2010
3. Sudipt Dutta, Family Business in India, Sage Publications, 5th Edition, 1997.
4. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 7th Edition, 2015.

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, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms Across Generations, Edward and Elgar Publishing Limited, 2010.

ELECTRONIC RESOURCES:

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

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
10. PowerPoint presentation
11. Drishya Siksha Sangrah (DSS) Videos

