INTRODUCTION

It is not unusual to hear that businesses owned and run by families account for nearly over seventy per cent of the world's businesses and generate most of the world's economic output, employment and wealth.

A family-owned business is a company or a corporation where the great majority of the shareholders are members from one to three families -not more. In fact so are the majority of SMEs and corporations we all know.

But in this case, we shall put the spotlight on to these family businesses that are owned by a special kind of families, the TransGenerational Business Family

TGBFs are those family groups which are committed to (i) preserve, (ii) increase and (iii) transfer the ownership of the majority of the capital stock of the company on to the next generations, keeping its control under their TransGenerational Business Family Culture and so transferring their values over the generations.

TGBFs owned companies dominate the economy in many regions of the world. While family owned businesses -on average- are shown to be stronger performers than the standard type of enterprise, they have distinctive vulnerabilities that need to be managed. Emotions, feelings and personal relationships are in these cases of paramount relevance.

This course helps participants understand how to capitalize on the strengths and advantageous characteristics of these companies and of the families that own them as well as how to navigate on dire straits and be en garde against their weaknesses.

This course aims at:
- MBA Participants whose families own and/run a business and it is -or intend to be- a TGBF, whether or not the participant is prepared to join the company as executive or will just be one family member & shareholder.
- MBA Participants and young professionals who may join a family-owned business as a non-dominical manager, consultant, mentor or private/retail/investment banker or in other roles.

AIMS

With special focus on Small & Medium Enterprises, the Business Families in Business Course explores the management, ownership, family, career and personal issues found in the family company endeavours. The course develops a participant's understanding of these organizations, as well as the skills needed to address the challenges family companies and business-owning families face.

Participants also have the opportunity to get to know one another in and out of class and join the community of EADA alumni sharing similar interests and problematics.

The course has the following objectives:
- Increase your understanding, effectiveness and commitment as a shareholder in a business family
- Increase your understanding, effectiveness and commitment as a member of the management of a family firm (either your own family's or someone else's)
- Identify the characteristics and the challenges that differentiate a TGBF-business from other businesses
- Examine the life cycles of TGBF businesses from the three dimensions & perspectives of business, family and ownership
- Learn and experience methods to enhance communication ability and conflict resolution with family business owners, managers, and family members.
- Learn how to evaluate situations and problems in different family businesses
- Discuss and develop different family business competitive strategies
- Achieving harmony and balance between Family & Business
- Obtain innovative ways to lead culture, long-term strategy and organizational change in TGBF-businesses
- Discover how to best manage the many different stakeholders of a family enterprise
- Discuss the special challenges and skills needed to earn trust and authority as a leader of a family enterprise
- Unite family owners in a long-term commitment to Transgenerational continuity and sustainability
- Create clarity and build trust among family owners, directors and top management
- Gain a global perspective and the experiences from different countries

**METHODOLOGY**

As businesses, TGBF owned businesses are just plain, commonsense businesses. Therefore, we are not going to reproduce what you all know about business from the IMM Program. We are all interested in specific cases of Business Family at the helm of the businesses and we shall work on them. Your own cases if you are ready to share them with the rest of the class. Management & the TGBF businesses course consists of 5 class of four-hour sessions and shall be conducted as a mix of presentations, discussions and case analysis -sort of a “class & workshop” approach- to revise and apply all knowledge previously acquired through the IMM, but now under the Family Business scope and viewpoint.

The five sessions course is structured:
II. The Three stages of the Ownership Development Dimension.
III. The Four stages of the Family Development Dimension.
IV. The Three stages of the Business Development Dimension

Participants can follow the course on their own case, or join another peer’s project in a team of up to three participants.

OUTCOME: We shall end up by producing a short final thesis/paper/analysis or consulting document/reflection or topic of interest on a specific TGBF/family business situation.

Sessions shall include case discussions of participant's family business situations and perhaps one or two guest speakers from family companies, suggested readings and discussions on actual topics such as:
- Evolution & revolution in the TGBF businesses. Difficulties for succession and growth. Founders, siblings, brothers, nephews, new in-laws, ...
- Family ownership and Management Protocol. Easy formulation; difficult implementation.
- Adaptation to the environment. When things go wrong. Turnaround in TGBF
- The problem of equal share/power. The fine boundaries between family and business are easily trespassed.
- Incorporation of outside managers and executives. Attracting, recruiting and retaining external talent.
- Election/Selection, preparation and training of the successor.
- Shareholders and non-family managers. Boards of Directors in family firms. Proprietary and Professionals.
- The dynamics of TGBF businesses ownership systems and how they predictably evolve
- Managing family work and shareholders & stakeholders’ relationships, including how to address family conflicts and negotiate with family members
- Education and professionalism in the family business for members and non-members of the family
- Deciding whether to enter or not the family business
- Developing family members as managers and/or shareholders
- Women in the family business systems. The glass ceiling and how to break it.
- Encouraging and managing innovation & change in the TGBF businesses system
- Managing leadership and the succession process
- Designing effective TGBF businesses boards and family governance
- Practices and principles of successful family companies and business families.

Each participant will be invited to submit a 200 words summary of their BF situation/problem, the issue the participant would like to clarify by the end of the course. To be more practical and efficient, participants will share their experiences in family businesses (either their own family, the teacher’s or someone else’s) and will be asked to make a short presentation on their insights and observations about managing a family business at the end of the course.
EVALUATION

This course requires quite an involvement from participants, presenting and sharing their own cases. In return, they get back a group's evaluation and a set of recommendations to implement in the future. Grading shall be established 40% on active class participation and 60% based on the final paper.

BIBLIOGRAPHY

• - Ernesto J. Poza "FAMILY BUSINESS" Palgrave 2013
• - Ivan Lansberg + Kelin Gersick + John Davis + Marion McCollom: "GENERATION TO GENERATION: Life cycles of the Family Business" HBSP, 1999