



COURSE SYLLABUS

Family Business, introduction and characteristics, 3 credits

Family Business, introduction and characteristics (uppdragsutbildning), 3 högskolepoäng

Course Code: UFBR29	Education Cycle: Advanced level
Confirmed by: Council for Undergraduate and Masters Education Apr 4, 2019	Disciplinary domain: Social sciences
Valid From: Aug 19, 2019	Subject group: FE1
Version: 1	Specialised in: A1N
	Main field of study: General Management

Intended Learning Outcomes (ILO)

On completion of the course the students will be able to:

Knowledge and understanding

1. Describe common characteristics and challenges of family businesses.

2. Explain the common theories and concepts in family business research and practice.

Skills and abilities

3. Analyze common issues in family business by applying appropriate knowledge resources.

4. Design sustainable solutions for common situations in family businesses.

Judgement and approach

5. Evaluate common concepts and models used to understand family businesses.

6. Reflect upon common challenges faced by family businesses in practice.

Contents

This course introduces the main characteristics of family businesses and depict how and why they are different to other type of businesses. It also covers the economic and social importance of family businesses worldwide. The most common challenges, including strengths and weaknesses of family businesses will be discussed.

A teaching case developed by JIBS researchers specifically for this course allows deeper understanding of the topics addressed in the lectures and discussions, bridging theory and practice.

The purpose of this course is to enhance participants' awareness and comprehension of how family businesses can approach common issues and challenges related to their specific structure and goals. The broader aim of the course is to support the development of family firms and

facilitate the process of succession and ownership transition in family businesses by sharing knowledge and tools for how this can be done in effective ways.

This course is part of a 15 credits module on Family Business Management composed by 5 courses of 3 credits each. Participants are invited to attend this course in combination with the other four. The recommended order is:

1. Family Business, introduction and characteristics
2. Family Business Strategy
3. Family Business Governance
4. Family Business Ownership
5. Family Business Emotions

Type of instruction

This is an online course. All activities will be web-based, and consist of video-lectures, readings, teaching case, assignments, group discussions and feedback sessions. Students are expected to prepare for and actively participate in group discussions. Optional campus meetings might be arranged. The teaching is conducted in English.

The teaching is conducted in English.

Prerequisites

The applicant must hold the minimum of a Bachelor's degree (i.e. the equivalent of 180 ECTS credits at an accredited university) or equivalent (extensive business experience can be validated as equivalent). English proficiency is required (level 6/B or equivalent).

Examination and grades

The course is graded Fail (U) or Pass (G).

ILO Assessed through examination:

- Individual quizzes (1 credit) – ILO1; ILO2.
- Individual written reflections (1 credit) – ILO3; ILO4.
- Case assignment (group or individual) (1 credit) – ILO5; ILO6.

Registration of examination:

Name of the Test	Value	Grading
Examination ¹	3 credits	U/G

¹ All parts of the examination in the course are compulsory and must be passed. The final grade of the course is Pass.

Course evaluation

It is the responsibility of the examiner to ensure that each course is evaluated. There must be course evaluators identified among the students. The evaluation is carried out continuously as well as at the end of the course, through a survey. After the course the course Examiner meets with student evaluators to discuss the survey results and possible improvements. A summary report is also created. The report is followed up by program directors and discussed with faculty and relevant others (e.g. Associate Dean of Education, Associate Dean of faculty, Director of

PhD Candidates, Dean, or Director of Studies). The next time the course runs, students should be informed of any measures taken to improve the course based on the previous course evaluation.

Other information

The course is web based and structured with the intention to allow participants to maintain their daily job simultaneously.

Academic integrity

JIBS students are expected to maintain a strong academic integrity. This implies to behave within the boundaries of academic rules and expectations relating to all types of teaching and examination.

Copying someone else's work is a particularly serious offence and can lead to disciplinary action. When you copy someone else's work, you are plagiarizing. You must not copy sections of work (such as paragraphs, diagrams, tables and words) from any other person, including another student or any other author. Cutting and pasting is a clear example of plagiarism. There is a workshop and online resources to assist you in not plagiarizing called the Interactive Anti-Plagiarism Guide.

Other forms of breaking academic integrity include (but are not limited to) adding your name to a project you did not work on (or allowing someone to add their name), cheating on an examination, helping other students to cheat and submitting other students work as your own, and using non-allowed electronic equipment during an examination. All of these make you liable to disciplinary action.

Course literature

Compulsory Literature:

Selected academic articles.

Recommended Literature:

This course is part of a 15 credits module on family business management composed by 5 courses of 3 credits each. The following book is a companion for the entire module:

Zellweger, T. (2017), *Managing the family business: theory and practice*. Cheltenham: Edward Elgar Publishing.

Each course corresponds to the following chapters:

- Family Business, introduction and characteristics — Chapters 2, 3 & 4
- Family Business Strategy – Chapter 6
- Family Business Governance – Chapter 5
- Family Business Ownership – Chapter 7 & 8
- Family Business Emotions – Chapter 10



COURSE SYLLABUS

Family Business Strategy, 3 credits

Family Business Strategy (uppdagsutbildning), 3 högskolepoäng

Course Code: UFSR20	Education Cycle: Advanced level
Confirmed by: Council for Undergraduate and Masters Education Apr 4, 2019	Disciplinary domain: Social sciences
Valid From: Jan 13, 2020	Subject group: FE1
Version: 1	Specialised in: A1N
	Main field of study: General Management

Intended Learning Outcomes (ILO)

On completion of the course the students will be able to:

Knowledge and understanding

1. Describe characteristics and challenges of family business strategy.
2. Explain strategy theories and concepts in family business research and practice.

Skills and abilities

3. Analyze strategy issues in family business by applying appropriate knowledge resources.
4. Design sustainable solutions for critical situations in family business strategy.

Judgement and approach

5. Evaluate concepts and models used to understand family business strategy.
6. Reflect upon strategy challenges faced by family businesses in practice.

Contents

This course will focus on the importance of developing a strategy for how to deal with both the family ownership group and the business development. The impact of owners on strategy and firm performance will be discussed; as will different type of strategic choices for business growth, innovation and internationalization.

The purpose of this course is to enhance participants' awareness and comprehension of how family businesses can approach strategy issues and challenges related to their specific structure and goals. The broader aim of the course is to support the development of family firms and facilitate the process of succession and ownership transition in family businesses by sharing knowledge and tools for how this can be done in effective ways.

This course is part of a 15 credits module on Family Business Management composed by 5 courses of 3 credits each. Participants are invited to attend this course in combination with the other four. The recommended order is:

1. Family Business, introduction and characteristics

2. Family Business Strategy
3. Family Business Governance
4. Family Business Ownership
5. Family Business Emotions

Type of instruction

This is an online course. All activities will be web-based, and consist of video-lectures, readings, teaching case, assignments, group discussions and feedback sessions. Students are expected to prepare for and actively participate in group discussions. Optional campus meetings might be arranged.

The teaching is conducted in English.

Prerequisites

The applicant must hold the minimum of a Bachelor's degree (i.e. the equivalent of 180 ECTS credits at an accredited university) or equivalent (extensive business experience can be validated as equivalent). English proficiency is required (level 6/B or equivalent).

Examination and grades

The course is graded Fail (U) or Pass (G).

ILO Assessed through examination:

- Individual quizzes (1 credit) – ILO1; ILO2.
- Individual written reflections (1 credit) – ILO3; ILO4.
- Case assignment (group or individual) (1 credit) – ILO5; ILO6.

Registration of examination:

Name of the Test	Value	Grading
Examination ¹	3 credits	U/G

¹ All parts of the examination in the course are compulsory and must be passed. The final grade of the course is Pass.

Course evaluation

It is the responsibility of the examiner to ensure that each course is evaluated. There must be course evaluators identified among the students. The evaluation is carried out continuously as well as at the end of the course, through a survey. After the course the course Examiner meets with student evaluators to discuss the survey results and possible improvements. A summary report is also created. The report is followed up by program directors and discussed with faculty and relevant others (e.g. Associate Dean of Education, Associate Dean of faculty, Director of PhD Candidates, Dean, or Director of Studies). The next time the course runs, students should be informed of any measures taken to improve the course based on the previous course evaluation.

Other information

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Academic integrity

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Course literature

Compulsory Literature:

Selected academic articles.

Recommended Literature:

This course is part of a 15 credits module on family business management composed by 5 courses of 3 credits each. The following book is a companion for the entire module:

Zellweger, T. (2017), *Managing the family business: theory and practice*. Cheltenham: Edward Elgar Publishing.

Each course corresponds to the following chapters:

- Family Business, introduction and characteristics — Chapters 2, 3 & 4
- Family Business Strategy – Chapter 6
- Family Business Governance – Chapter 5
- Family Business Ownership – Chapter 7 & 8
- Family Business Emotions – Chapter 10



COURSE SYLLABUS

Family Business Governance, 3 credits

Family Business Governance (uppdragsutbildning), 3 högskolepoäng

Course Code: UFGR20	Education Cycle: Advanced level
Confirmed by: Council for Undergraduate and Masters Education Apr 4, 2019	Disciplinary domain: Social sciences
Valid From: Jan 13, 2020	Subject group: FE1
Version: 1	Specialised in: A1N
	Main field of study: General Management

Intended Learning Outcomes (ILO)

On completion of the course the students will be able to:

Knowledge and understanding

1. Describe characteristics and challenges of family business governance.
2. Explain governance theories and concepts in family business research and practice.

Skills and abilities

3. Analyze governance issues in family businesses by applying appropriate knowledge resources.
4. Design sustainable solutions for critical situations in family business governance.

Judgement and approach

5. Evaluate concepts and models used to understand family business governance.
6. Reflect upon governance challenges faced by family businesses in practice.

Contents

This course will focus on the importance of designing a well-adapted corporate and family governance structure. Corporate governance mechanisms considered are board of directors and advisors, and top management team. Family governance mechanisms considered are family meetings, family councils and family constitution. The module will embrace the importance of clarifying differences in roles between owners, managers and family members, as well as how to develop an owners' plan and vision.

The purpose of this course is to enhance participants' awareness and comprehension of how family businesses can approach governance issues and challenges related to their specific structure and goals. The broader aim of the course is to support the development of family firms and facilitate the process of succession and ownership transition in family businesses by sharing knowledge and tools for how this can be done in effective ways.

This course is part of a 15 credits module on Family Business Management composed by 5 courses of 3 credits each. Participants are invited to attend this course in combination with the other four. The recommended order is:

1. Family Business, introduction and characteristics
2. Family Business Strategy
3. Family Business Governance
4. Family Business Ownership
5. Family Business Emotions

Type of instruction

This is an online course. All activities will be web-based, and consist of video-lectures, readings, teaching case, assignments, group discussions and feedback sessions. Students are expected to prepare for and actively participate in group discussions. Optional campus meetings might be arranged.

The teaching is conducted in English.

Prerequisites

The applicant must hold the minimum of a Bachelor's degree (i.e. the equivalent of 180 ECTS credits at an accredited university) or equivalent (extensive business experience can be validated as equivalent). English proficiency is required (level 6/B or equivalent).

Examination and grades

The course is graded Fail (U) or Pass (G).

ILO Assessed through examination:

- Individual quizzes (1 credit) – ILO1; ILO2.
- Individual written reflections (1 credit) – ILO3; ILO4.
- Case assignment (group or individual) (1 credit) – ILO5; ILO6.

Registration of examination:

Name of the Test	Value	Grading
Examination ¹	3 credits	U/G

¹ All parts of the examination in the course are compulsory and must be passed. The final grade of the course is Pass.

Course evaluation

It is the responsibility of the examiner to ensure that each course is evaluated. There must be course evaluators identified among the students. The evaluation is carried out continuously as well as at the end of the course, through a survey. After the course the course Examiner meets with student evaluators to discuss the survey results and possible improvements. A summary report is also created. The report is followed up by program directors and discussed with faculty and relevant others (e.g. Associate Dean of Education, Associate Dean of faculty, Director of PhD Candidates, Dean, or Director of Studies). The next time the course runs, students should be informed of any measures taken to improve the course based on the previous course evaluation.

Other information

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Academic integrity

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Course literature

Compulsory Literature:

Selected academic articles.

Recommended Literature:

This course is part of a 15 credits module on family business management composed by 5 courses of 3 credits each. The following book is a companion for the entire module:

Zellweger, T. (2017), *Managing the family business: theory and practice*. Cheltenham: Edward Elgar Publishing.

Each course corresponds to the following chapters:

- Family Business, introduction and characteristics → Chapters 2, 3 & 4
- Family Business Strategy – Chapter 6
- Family Business Governance – Chapter 5
- Family Business Ownership – Chapter 7 & 8
- Family Business Emotions – Chapter 10



COURSE SYLLABUS

Family Business Ownership, 3 credits

Family Business Ownership (uppdragsutbildning), 3 högskolepoäng

Course Code: UFOR20	Education Cycle: Advanced level
Confirmed by: Council for Undergraduate and Masters Education Apr 4, 2019	Disciplinary domain: Social sciences
Valid From: Aug 17, 2020	Subject group: FE1
Version: 1	Specialised in: A1N
	Main field of study: General Management

Intended Learning Outcomes (ILO)

On completion of the course the students will be able to:

Knowledge and understanding

1. Describe characteristics and challenges of family businesses ownership.

2. Explain the ownership theories and concepts in family business research and practice.

Skills and abilities

3. Analyze ownership issues in family business by applying appropriate knowledge resources.

4. Design sustainable solutions for critical situations in family businesses ownership.

Judgement and approach

5. Evaluate concepts and models used to understand family businesses ownership.

6. Reflect upon ownership challenges faced by family businesses in practice.

Contents

This course will introduce a process perspective on ownership transition and succession. It will describe the most common choices and decisions that family business owners and managers face when approaching time of succession. Issues like when it is time to start thinking about succession, as well as how to develop a plan for the process of succession will be discussed in depth. The typical factors driving internal vs external ownership transition will be covered, as well as why it is important to differ between management and ownership succession.

The purpose of this course is to enhance participants' awareness and comprehension of how family businesses can approach ownership issues and challenges related to their specific structure and goals. The broader aim of the course is to support the development of family firms and facilitate the process of succession and ownership transition in family businesses by sharing knowledge and tools for how this can be done in effective ways.

This course is part of a 15 credits module on Family Business Management composed by 5 courses of 3 credits each. Participants are invited to attend this course in combination with the other four. The recommended order is:

1. Family Business, introduction and characteristics
2. Family Business Strategy
3. Family Business Governance
4. Family Business Ownership
5. Family Business Emotions

Type of instruction

This is an online course. All activities will be web-based, and consist of video-lectures, readings, teaching case, assignments, group discussions and feedback sessions. Students are expected to prepare for and actively participate in group discussions. Optional campus meetings might be arranged. The teaching is conducted in English.

The teaching is conducted in English.

Prerequisites

The applicant must hold the minimum of a Bachelor's degree (i.e. the equivalent of 180 ECTS credits at an accredited university) or equivalent (extensive business experience can be validated as equivalent). English proficiency is required (level C/B or equivalent).

Examination and grades

The course is graded Fail (U) or Pass (G).

ILO Assessed through examination:

- Individual quizzes (1 credit) – ILO1; ILO2.
- Individual written reflections (1 credit) – ILO3; ILO4.
- Case assignment (group or individual) (1 credit) – ILO5; ILO6.

Registration of examination:

Name of the Test	Value	Grading
Examination ¹	3 credits	U/G

¹ All parts of the examination in the course are compulsory and must be passed. The final grade of the course is Pass.

Course evaluation

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Other information

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Course literature

Compulsory Literature:

Selected academic articles.

Recommended Literature:

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Zellweger, T. (2017), *Managing the family business: theory and practice*. Cheltenham: Edward Elgar Publishing.

Each course corresponds to the following chapters:

- Family Business, introduction and characteristics — Chapters 2, 3 & 4
- Family Business Strategy – Chapter 6
- Family Business Governance – Chapter 5
- Family Business Ownership – Chapter 7 & 8
- Family Business Emotions – Chapter 10



COURSE SYLLABUS

Family Business Emotions, 3 credits

Family Business Emotions (uppdragsutbildning), 3 högskolepoäng

Course Code: UFER20	Education Cycle: Advanced level
Confirmed by: Council for Undergraduate and Masters Education Apr 4, 2019	Disciplinary domain: Social sciences
Valid From: Aug 17, 2020	Subject group: FE1
Version: 1	Specialised in: A1N
	Main field of study: General Management

Intended Learning Outcomes (ILO)

On completion of the course the students will be able to:

Knowledge and understanding

1. Describe characteristics and challenges of family business emotions.
2. Explain theories and concepts in family business emotions research and practice.

Skills and abilities

3. Analyze emotional issues in family business by applying appropriate knowledge resources.
4. Design sustainable solutions for critical situations in family business emotions.

Judgement and approach

5. Evaluate concepts and models used to understand family business emotions.
6. Reflect upon emotional challenges faced by family businesses in practice.

Contents

This course will focus on the importance of dealing with the emotional side of family business, how to deal with possible conflicts between key actors including how to design a succession and transition process perceived as fair and effective. Ownership transition and succession in family businesses is an emotional issue and the success or failure of the process depends largely on how relationships between people, often with different goals, are handled.

The purpose of this course is to enhance participants' awareness and comprehension of how family businesses can approach emotional issues and challenges related to their specific structure and goals. The broader aim of the course is to support the development of family firms and facilitate the process of succession and ownership transition in family businesses by sharing knowledge and tools for how this can be done in effective ways.

This course is part of a 15 credits module on Family Business Management composed by 5 courses of 3 credits each. Participants are invited to attend this course in combination with the other four. The recommended order is:

1. Family Business, introduction and characteristics
2. Family Business Strategy
3. Family Business Governance
4. Family Business Ownership
5. Family Business Emotions

Type of instruction

This is an online course. All activities will be web-based, and consist of video-lectures, readings, teaching case, assignments, group discussions and feedback sessions. Students are expected to prepare for and actively participate in group discussions. Optional campus meetings might be arranged.

The teaching is conducted in English.

Prerequisites

The applicant must hold the minimum of a Bachelor's degree (i.e. the equivalent of 180 ECTS credits at an accredited university) or equivalent (extensive business experience can be validated as equivalent). English proficiency is required (level 6/B or equivalent).

Examination and grades

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ILO Assessed through examination:

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- Individual written reflections (1 credit) – ILO3; ILO4.
- Case assignment (group or individual) (1 credit) – ILO5; ILO6.

Registration of examination:

Name of the Test	Value	Grading
Examination ¹	3 credits	U/G

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Course evaluation

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Course literature

Compulsory Literature:

Selected academic articles.

Recommended Literature:

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- Family Business Strategy – Chapter 6
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