

**1. General information****Course:** FAMILY BUSINESS MANAGEMENT**Code:** 54341**Type:** ELECTIVE**ECTS credits:** 6**Degree:** 317 - UNDERGRADUATE DEGREE IN BUSINESS MANAGEMENT AND ADMINISTRATION (AB)**Academic year:** 2020-21**Center:** 5 - FACULTY OF ECONOMICS AND BUSINESS**Group(s):** 12**Year:** 4**Duration:** First semester**Main language:** Spanish**Second language:** English**Use of additional languages:** An English version is available for ERASMUS students on the Virtual**English Friendly:** Y**Web site:** <https://moodle.uclm.es>**Bilingual:** N**Lecturer:** JUAN JOSE JIMENEZ MORENO - Group(s): 12

| Building/Office | Department | Phone number | Email | Office hours |
|-------------------------|----------------------------|--------------|--|--|
| Melchor de Macanaz 2.15 | ADMINISTRACIÓN DE EMPRESAS | 926053300 | juan.jimenez@uclm.es | To be specified on the Virtual Campus at start of academic year. |

2. Pre-Requisites

The profile of this Course means no prior knowledge is required. However, we recommend some prior knowledge of the subjects in the previous years of the Degree in Business Management. It is also useful to have competences in searching for information from different sources, capacity of analysis and synthesis, teamwork and decision-making capacity, oral and written communication, use of ICT.

3. Justification in the curriculum, relation to other subjects and to the profession

The inclusion of this Course within the Degree in Business Management and Administration is fully justified since the business sector of any developed society comprises mainly family businesses. Most of our future graduates will work for, or with, family enterprises (MSEs or SMEs), in which the concept of "family business" (characteristics, type and development), the relationship (conflict) between family (culture, values and objectives) and the company, family governance (protocol) and family business governance (structure and professionalization), the process of succession and transfer of the family business, are key elements in the efficient management of a family business. Therefore, it is logical that our students should be familiar with the reality of family businesses. Given the profile of this Course it is instrumentally related to a number of other subjects, especially those concerning Business Management and related areas.

4. Degree competences achieved in this course**Course competences**

| Code | Description |
|------|--|
| E01 | Develop the ability to manage and run a company or organization, understand their competitive and institutional position, and identify their strengths and weaknesses. |
| E02 | Develop and enhance entrepreneurship, adaptability to change and creativity in any functional area of a company or organization. |
| E04 | Incorporate the ability to integrate into any functional area of a business or organization to perform and be able to lead any given task. |
| E06 | Develop and enhance the ability for general management, technical management and the management of research, development and innovation projects in any company or organization. |
| G01 | Possession of the skills needed for continuous, self-led, independent learning, which will allow students to develop the learning abilities needed to undertake further study with a high degree of independence. |
| G03 | Develop oral and written communication skills in order to prepare reports, research projects and business projects and defend them before any commission or group of professionals (specialised or non-specialised) in more than one language, by collecting relevant evidence and interpreting it appropriately so as to reach conclusions. |
| G05 | Capacity for teamwork, to lead, direct, plan and supervise multidisciplinary and multicultural teams in both national and international environments so as to create synergies which benefit organisations. |

5. Objectives or Learning Outcomes**Course learning outcomes**

Not established.

Additional outcomes

1. To have knowledge of the elements which define a family business. To acquire basic knowledge regarding family businesses, their problems and development.

2. To be able to analyse, describe, identify and diagnose, the characteristic problems of family companies. To develop active competences: to apply this knowledge to produce a critical report on a family business in their community.

3. To act as an adviser/consultant and propose actions to improve the governance of a family business. To be able to make reasoned proposals of efficient professional activity in order to prevent or solve the typical governance and management problems of a family business.

6. Units / Contents

Unit 1: Family companies: characteristics, types of family companies and life-cycle

Unit 2: Families and companies: culture, values, objectives and roles; conflicts in the company

Unit 3: Governance of family companies: professionalization of management and organs of governance

Unit 4: Family governance: the family board and family protocol

Unit 5: Succession: the process, preparation of successors, organization

Unit 6: Transfer of the business

7. Activities, Units/Modules and Methodology

| Training Activity | Methodology | Related Competences (only degrees before RD 822/2021) | ECTS | Hours | As | Com | Description |
|--|---------------------------|---|---|------------|----|-----|--|
| Class Attendance (theory) [ON-SITE] | Lectures | E02 E06 | 1.2 | 30 | N | - | Theoretical explanations of basic content of programme |
| Class Attendance (practical) [ON-SITE] | Debates | E02 G01 | 0.6 | 15 | N | - | Presentation and practical work/case studies |
| Writing of reports or projects [OFF-SITE] | Self-study | E02 G01 G03 | 1.5 | 37.5 | Y | Y | Assignments and individual tests |
| Writing of reports or projects [OFF-SITE] | Group Work | E01 E02 E04 E06 G01 G03 G05 | 1.8 | 45 | Y | Y | Production of reports on family companies |
| Group tutoring sessions [ON-SITE] | Guided or supervised work | G03 G05 | 0.2 | 5 | N | - | Programmed classroom tutorials used to monitor student progress |
| Study and Exam Preparation [OFF-SITE] | Self-study | E02 G01 | 0.6 | 15 | N | - | Acquisition and preparation of subject content |
| Final test [ON-SITE] | Assessment tests | E01 E04 E06 G03 | 0.1 | 2.5 | Y | Y | Answering of tests, theoretical questions case studies, which demonstrate acquisition of knowledge |
| Total: | | | 6 | 150 | | | |
| Total credits of in-class work: 2.1 | | | Total class time hours: 52.5 | | | | |
| Total credits of out of class work: 3.9 | | | Total hours of out of class work: 97.5 | | | | |

As: Assessable training activity

Com: Training activity of compulsory overcoming (It will be essential to overcome both continuous and non-continuous assessment).

8. Evaluation criteria and Grading System

| Evaluation System | Continuous assessment | Non-continuous evaluation* | Description |
|---|-----------------------|----------------------------|---|
| Assessment of problem solving and/or case studies | 30.00% | 30.00% | Individual assignments for students to consider and solve. An assignment must be delivered for each question proposed, in accordance with the formal conditions laid down for the subject in the virtual campus. |
| Projects | 40.00% | 40.00% | Production and presentation of a report on a family business in the local community: identification, type of company, origin, development, property, management, strategy, situation, continuity, succession, protocol and proposals for improvement. The knowledge and competence acquired during the course must be used. |
| Final test | 30.00% | 30.00% | Exam on subject content |
| Total: | 100.00% | 100.00% | |

According to art. 4 of the UCLM Student Evaluation Regulations, it must be provided to students who cannot regularly attend face-to-face training activities the passing of the subject, having the right (art. 12.2) to be globally graded, in 2 annual calls per subject, an ordinary and an extraordinary one (evaluating 100% of the competences).

Evaluation criteria for the final exam:

Continuous assessment:

In the first exam session, individual assignments, the report on a family business and the final exam will be evaluated.

In order to pass the subject, a mark of at least 50% is required in the individual assignments, 50% in the report on a family business and 50% in the final exam.

Non-continuous evaluation:

In the first exam session, individual assignments, the report on a family business and the final exam will be evaluated.

In order to pass the subject, a mark of at least 50% is required in the individual assignments, 50% in the report on a family business and 50% in the final exam.

Specifications for the resit/retake exam:

The marks obtained in the individual assignments, the report on family business or in the final exam, will be upheld if above pass level.

In order to pass the subject, a mark of at least 50% is required in the individual assignments, 50% in the report on a family business and 50% in the final exam.

The marks obtained in the other systems of assessment will be upheld if above pass level.

Specifications for the second resit / retake exam:

The marks obtained in the individual assignments, the report on family business or in the final exam, in the last exam session of the immediately previous academic year will be upheld if above pass level.

In order to pass the subject, a mark of at least 50% is required in the individual assignments, 50% in the report on a family business and 50% in the final exam.

| 9. Assignments, course calendar and important dates | |
|---|-----------------------------|
| Not related to the syllabus/contents | |
| Hours | hours |
| Class Attendance (theory) [PRESENCIAL][Lectures] | 30 |
| Class Attendance (practical) [PRESENCIAL][Debates] | 15 |
| Writing of reports or projects [AUTÓNOMA][Self-study] | 37.5 |
| Writing of reports or projects [AUTÓNOMA][Group Work] | 45 |
| Group tutoring sessions [PRESENCIAL][Guided or supervised work] | 5 |
| Study and Exam Preparation [AUTÓNOMA][Self-study] | 15 |
| Final test [PRESENCIAL][Assessment tests] | 2.5 |
| General comments about the planning: Planning will be adjusted to the UCLM academic calendar | |
| Unit 1 (de 6): Family companies: characteristics, types of family companies and life-cycle | |
| Group 12: | |
| Initial date: 01-09-2019 | End date: 20-12-2019 |
| Global activity | |
| Activities | hours |
| Study and Exam Preparation [AUTÓNOMA][Self-study] | 15 |
| Final test [PRESENCIAL][Assessment tests] | 2.5 |
| Class Attendance (theory) [PRESENCIAL][Lectures] | 30 |
| Class Attendance (practical) [PRESENCIAL][Debates] | 15 |
| Writing of reports or projects [AUTÓNOMA][Self-study] | 37.5 |
| Writing of reports or projects [AUTÓNOMA][Group Work] | 45 |
| Group tutoring sessions [PRESENCIAL][Guided or supervised work] | 5 |
| Total horas: 150 | |

| 10. Bibliography and Sources | | | | | | |
|---|---|--|------|-------------------|------|--|
| Author(s) | Title/Link | Publishing house | Citv | ISBN | Year | Description |
| Neubauer, F., and Lank, A.G. | The Family Business: Its Governance for Sustainability | Macmillan, Basingstoke | | 0333726375 | 1998 | Recommended for Erasmus Students |
| Ward, J.L. | Perpetuating the Family Business: 50 Lessons Learned from Long Lasting, Successful Families in Business | Palgrave Macmillan | | 1-4039-3397-9 | 2004 | Recommended for Erasmus Students |
| Sharma, P. et al. | ¿Strategic management of the family business: past research and future challenges¿ | vol.10, nº1 | | | 1997 | Recommended for Erasmus Students |
| Kenyon-Rouvinez, D.; Ward, J.L. | Family Business Key Issues | Palgrave Macmillan | | 1-4039-4775-9 | 2005 | Recommended for Erasmus Students |
| Aronoff, C.E.; Astrachan, J. H.; Ward, J.L. | Family Business Sourcebook | Family Enterprise Publishers | | 1-891652-06-0 | 2002 | Recommended for Erasmus Students |
| Amat, J. M ^a . | La continuidad de la empresa familiar | Gestión 2000 | | | | |
| Carlock, R.S.; Ward, J.L. | La Planificación Estratégica de la Familia Empresaria | Deusto | | | | |
| Corona, J. | Manual de la empresa familiar | Deusto | | 978-84-234-2336-0 | 2005 | |
| Instituto de Empresa | Center for Families in Buisness | | | | | Web, English version: Recommended for Erasmus Students |
| | https://familiesinbusiness.ie.edu/es/ | | | | | |
| Dirección General de Política de la PYME | Guía para la pequeña y mediana empresa familiar | Centro de Publicaciones del Ministerio de Economía | | | | |
| Gallo, M. A. | La empresa familiar | Praxis | | | | |
| IESE Business School | Cátedra de Empresa Familiar | | | | | Web |
| | https://www.iese.edu/es/claustro-investigacion/catedras/empresa-familiar/ | | | | | |
| IEF | Instituto de la Empresa Familiar | | | | | Web |
| | http://www.iefamiliar.com/ | | | | | |
| La empresa familiar | | | | | | Web |
| | http://www.laempresafamiliar.com/ | | | | | |
| Neubauer, F; Lank, A.G. | La empresa familiar: ¿cómo dirigirla para que perdure? | Deusto | | | | |
| Carlock, R.S.; Ward, J.L. | Strategic Planning for the Family Business: Parallel Planning to Unify the Family and Business | Palgrave Macmillan | | 0-333-94731-2 | 2001 | Recommended for Erasmus Students |