

**NBA 5820: LEADERSHIP IN FAMILY ENTERPRISE - PRACTICE AND THEORY**  
**Spring 2016**

Instructor: Daniel G. Van Der Vliet  
Office: 248a Sage Hall  
Class hours: Wednesdays, 5:30- 7:00 p.m. or otherwise noted  
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Family businesses are the predominant form of business organizations in the world contributing an estimated 70-90% of the global GDP. In the United States, family enterprises contribute over 64% of GDP and generate 62% of employment. The greatest part of American wealth lies with family controlled firms. These firms are distinguished from other enterprises by the significant influence of the controlling family on the creation, continuity, mode and extent of growth, and exit of a business. This course aims to prepare students to work effectively and professionally, in and with family firms, to launch and create cross-generational value and wealth in family firms.

**Why family business?**

- Research suggests that nearly 80-90% of all business globally are family or privately owned. As logic might follow, a vast majority of Johnson and Cornell students will find themselves working in, for or with a family owned business.
- As family business continues to emerge as a field of study, there is a need to understand where application and theory meet or divert. Business owners and leaders will reveal what is currently reality, while esteemed researchers and academics will share what the current thinking is to support the owner's experience.
- The overlap of family, business and ownership leads to many unique qualities for family firms. These qualities can be the source of market advantage or frequent conflict. Why do certain family businesses succeed while others fail?

**This course aims to:**

- Increase your awareness of the significance, diversity, and complexity of family enterprises.
- Introduce students to founders and leaders of successful family enterprises across multiple industries.
- Showcase academics who are furthering the understanding of family enterprise.
- Highlight strategies and approaches to business succession, strategy, governance and family wealth planning.
- Engage students in active discussion, dialog and interview techniques.

**Required Readings:**

- Readings on featured speakers and businesses distributed prior to each class.

**Desired speakers (8 total):**

**SPEAKER SCHEDULE (as of 20-Jan-16)**

<b>Date</b>	<b>Speaker</b>	<b>Organization</b>	<b>Topic</b>
17-Feb	Dann Van Der Vliet	Cornell - SFBI	Intro - Fam Biz 101
2-Mar	Matt Allen	Babson University	Family Theory and ENT
9-Mar	Nick Matt	Saranac Brewery	Sustainability, Succession
16-Mar			
23-Mar	Charles Mellowes	Charter Manufacturing	Culture, trust and values
6-Apr	Shalom Saar	MIT	China, CEO leadership Women, Work and Family
13-Apr	Ramona Kay Zachary	Baruch University	Legacy
27-Apr	Thomas Judson, Jr	The Pike Companies	
4-May			

**Grading:**

This course is designed to be a one-credit, pass fail class. Class attendance and individual class write-ups are required to pass.

<b>Assignment</b>	<b>Weight</b>	<b>Due Date</b>
CLASS PARTICIPATION / ATTENDANCE	50%	Weekly
WEEKLY REVIEWS	50%	Prior to each class

**CLASS PARTICIPATION (50%):**

Students are expected to come to each class with prior preparation. Participation in this course will require a thorough background of the speaker's respective business(es), a biographical sketch of the presenter, as well as a baseline knowledge of the industry each business represents. It is both the quality and quantity of your class participation that will determine the points awarded to you. Research and experience indicates that the best performers in class come ready with 3-5 points they want to highlight or questions they want discussed in class. These thoughts enable them to make a positive contribution to class discussions while enhancing their learning.

**WEEKLY REVIEW ANALYSIS (50%):**

Weekly reviews from the previous class will be handed in each week prior to class. The weekly review shall:

- Share your observations, analysis and further points for consideration the speaker featured during the previous class
- Demonstrate a thorough grasp of challenges faced, lessons learned and desired courses of action as shared by weekly experts.
- Highlight particular area the speaker shared, with your own analysis and insights to add further depth and perspective.

- Utilize analytical tools (3-circle model, family systems, case approach, etc.) shared in class to thoroughly examine the expert's thoughts, research or family and business system.
- Compare and contrast with previous speaker's topics and points of view or experience shared.
- Contain 2,000-2500 words, (single spaced, 12 pt. font, 1" margins.)

### **NETWORKING**

If a particular speaker interests you, please let me know ahead of time. As the individuals schedule permits, we will attempt to host smaller group discussions prior to / or after each class.

### **ABSENCES:**

Out of respect for our speakers, you are expected to manage your schedule to be available for all sessions. You will earn credit by attending class and being prepared. If individual needs arise the week of the class, please consult with me prior to class to devise a plan.

### **SCHEDULE CHANGES:**

As speakers are often traveling from a distance, there are a number of uncontrollable and external factors that may impact our schedule. As best as possible, we will attempt to minimize any changes in schedule and communicate as disruptions may occur. Please stay alert for any announcements on a weekly basis.