The University of Pennsylvania
The Wharton School
Management Department

PhD Seminar on Family Business Research
MGMT 938 — Q2 Fall 2017
Tuesdays 9:00 AM — 12:00 Noon
SHDH Bowman Room 2039

Raphael (“Raffi”) Amit
The Marie and Joseph Melone Professor
Phone : (215) 898-7731
Email: amit@wharton.upenn.edu
Web page: https://mgmt.wharton.upenn.edu/profile/amit/

Course Overview and Design

Family firms differ in a number of ways from non-family firms. These differences may result in
differential behavior and performance of family firms versus non-family firms. Although family-
controlled firms make up the vast majority of businesses around the world, academic research in
this space is sparse. This seminar seeks to expose students to theoretical and empirical perspectives
on family businesses. Throughout the course, we will focus on the ownership, control, and
management issues that set family firms apart. We will focus on the main issues faced by family
firms and attempt to critically examine how, using a range of methodologies, researchers have
approached these issues. As we review the literature, we will seek to identify promising research
areas, which may be of interest to you in the context of your dissertation research. In addition to
addressing the content of the received literature, we will examine the process of crafting research
papers and getting them published in top tier journals. Towards that end, we will characterize the
key elements of high-impact papers and review the development process of such studies.

Students are expected to come fully prepared to discuss and critique the readings that are assigned
to each class (see details below). Each class will center on discussing in depth 4-5 papers from the
reading list assigned to that class. Before each class, I will let you know which papers to prepare.
Each student will serve as the discussion leader for one or more of the class sessions. Discussion
leaders are expected to: (i) critically review several articles, (ii) identify new insights in the
research that is being reviewed and evaluate its contribution to the literature, (iii) position the
articles within the literature on the subject matter, (iv) raise discussion questions, and (v) act as the
discussion moderator for the class session. Each discussion leader is asked to prepare a short
PowerPoint that summarizes each of the assigned papers. It should include, but is not limited to:
(i) a statement of the main research question(s), (ii) the methodology, (iii) data set (if any), (iv)
summary of findings, (v) a commentary with your thoughts on the reading, and (vi) proposed
discussion questions. Towards the end of each class, each student will be asked to articulate a
research question that emerged from the session and describe the research design used to investigate the issue.

Requirements and Evaluation

One reaction paper is due by December 12, 2017. It will contain a comprehensive evaluation of a paper (rather than a mere summary of the paper), selected from the reading list or another paper that is of interest to you and has been vetted by the Instructor. Your course grade will be determined as follows:

- Your participation in class discussions: 33%
- Your effectiveness as a discussion leader: 33%
- Your reaction paper: 34%

Other course features and resources

The class readings have been split between two sites: Study.net and Canvas. All third party copyrighted materials are found on Study.net; all other readings are found on Canvas. This is meant to minimize the cost of students obtaining reading materials.

- There is a dedicated Canvas site for our course. Course materials that are not copyrighted by a third party and periodic announcements will be posted on this Canvas site. The Canvas URL is:

  https://canvas.upenn.edu/courses/1360071

- You will be able to access Study.net through Canvas. You should receive an email with logon information from Study.net at the beginning of the term. Please contact customerservice@study.net with any logon issues.
The Course at a Glance

<table>
<thead>
<tr>
<th>Session Number</th>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tuesday, October 24, 2017 9:00 AM – 12:00 noon</td>
<td>Introduction to Family Business Research</td>
</tr>
<tr>
<td>2</td>
<td>Tuesday, October 31, 2017 9:00 AM – 12:00 noon</td>
<td>Family Firm Performance</td>
</tr>
<tr>
<td>3</td>
<td>Tuesday, November 7, 2017 9:00 AM – 12:00 noon</td>
<td>Family Dynamics</td>
</tr>
<tr>
<td>4</td>
<td>Tuesday, November 14, 2017 9:00 AM to 12:00 noon</td>
<td>Ownership and Control of Family Firms</td>
</tr>
<tr>
<td>5</td>
<td>Tuesday, November 21, 2017 9:00 AM to 12:00 noon</td>
<td>Governance, Management, Strategy and Valuation of Family Firms</td>
</tr>
<tr>
<td>6</td>
<td>Tuesday, November 28, 2017 9:00 AM to 12:00 noon</td>
<td>Succession in Ownership, Control, and Management in Family Firms</td>
</tr>
</tbody>
</table>

Suggested Books


Detailed Course Outline

Notes:
Each week I will point you to the specific papers on which our discussion will center in the following class meeting. Changes to the reading list can be anticipated throughout the term.

I. Session 1: Tuesday, October 24, 2017 (9:00 AM to 12:00 noon)
A. Introduction and Overview

Readings:


II. Session 2: **Tuesday, October 31, 2017 (9:00 AM to 12:00 noon)**

A. Family Firm Performance

Readings:


III. Session 3: **Tuesday, November 7, 2017 (9:00 AM to 12:00 noon)**

**A. Family Dynamics**-- How family relationships and decision-making affect the family business

Readings:


m. Sorenson, R. L. (1999), Conflict Management Strategies Used by Successful

n. Ward, John (2008), How values dilemmas underscore the difficult issues of
     governing the large, enterprising family. *Paper presented at the IESE
     International Family-Owned Business Conference, Barcelona, Spain.*

IV. Session 4: Tuesday, November 14, 2017 (9:00 AM to 12:00 noon)

A. Ownership and Control of Family Firms

Readings:

   and formation of business groups: Evidence from Korean chaebols. *Journal of

b. Ben-Amor W, André P. 2006. Separation of ownership from control and acquiring
   firm performance: the case of family ownership in Canada. *Journal of Business,
   Finance, and Accounting 33*(3-4): 517–543.

c. Bertrand, Marianne, Paras Mehta, and Sendhil Mullainathan (2002), Ferreting out
   tunnelling: An application to Indian business groups. *Quarterly Journal of
   Economics, 117*(1), 121-148.

d. Bouzgarrou H, Navatte P. 2013. Ownership structure and acquirers performance:
   family vs. non-family firms. *International Review of Financial Analysis 27: 123–
   134.

e. Claessens, Stijn, Simeon Djankov, and Larry Lang (2000), Separation of
   ownership from control of East Asian firms. *Journal of Financial Economics,
   58*(1-2), 81–112.

   Disentangling the incentive and entrenchment effects of large shareholdings.
   *Journal of Finance, 57*(6), 2741–2772.

g. Deephouse DL, Jaskiewicz P. 2013. Do family firms have better reputations than
   non-family firms? An integration of socioemotional wealth and social identity

h. Faccio, Mara, and Larry Lang (2002), The ultimate ownership of Western


k. La Porta, Rafael, Florencio López De Silanes, and Andrei Shleifer (1999), Corporate ownership around the world. *Journal of Finance*, 54(2), 471–517.


V. Session 5: **Tuesday, November 21, 2017 (9:00 AM to 12:00 noon)**

A. Governance, Management, Strategy and Valuation of Family Firms

Readings:


VI. Session 6: **Tuesday, November 28, 2017 (9:00 AM to 12:00 noon)**

**A. Succession of Ownership, Control, and Management in Family Firms**

Readings:


