



## **GLOBAL SUMMER PROGRAMME 2018**

### **Asian Family Businesses - Dr Roger Low**

#### **COURSE DESCRIPTION**

Family businesses are the most prevalent form of business in the world, especially in Asia. It is also an emerging and vibrant area of interest among academics, practitioners and students of management. This course explores the unique challenges and opportunities involved in leadership and management of Asian family businesses. Key family, ownership, leadership and management issues relevant to the management and continuity of these enterprises will be covered. Topics in this course include the uniqueness of family business, succession, governance, working with non-family managers, leadership, and entrepreneurship in family businesses. It will also cover a topic overlooked by most family business courses – the dark side of Asian family businesses.

This course will be useful to students from business-owning families. As most of the business organizations in Asia, such as China, India, Korea Japan, Taiwan and the Asean countries are family-owned, this course will also benefit students who may work for a family business in the course of their future careers. Students who wish to enter the private banking, wealth management, corporate banking and consulting industry will find knowledge gained in this course helpful to their work. Anyone who thinks the interaction of two somewhat mutually exclusive systems – the family and the business - difficult will find this course fascinating.

#### **LEARNING OBJECTIVES**

In summary, there are 5 objectives of this course. On completion of this course, students will be able to:

- Describe the key roles played by family businesses in the Asian business environment
- Explain the challenges and issues faced by Asian family businesses, including leadership, governance, succession, conflict resolution and working with non-family employees and be able to suggest ways in which family businesses can resolve these issues.
- Propose ways in which families who choose to further their businesses as family enterprises might ensure that their businesses continue to be sustainable across future generations.
- Understand the organisational dynamics of family businesses, from the perspectives of family members, non-family employees, consultants and other service providers such as bankers, lawyers, etc.
- Through the Asian focus of this course, understand the culture and management of businesses in Asia.

#### **PRE-REQUISITE/ CO-REQUISITE/ MUTUALLY EXCLUSIVE COURSE(S)**

There is no pre-requisite for this course. Singapore Management University students who wish to take this course must not have taken the MGMT22 Family Business module.

## ASSESSMENT METHODS

This course requires:

- Readings prior to class sessions
- Active class participation and contribution to knowledge
- Presentations of assigned papers in groups
- Analysis and discussions of cases
- 1 short essay assignment not exceeding 1000 words.
- 1 MCQ Quiz
- A group project using secondary data

There will be no final exam. The student's grade will be based on the following continuous assessment model:

<u>Component</u>	<u>Marks</u>	
Class participation	20%	Attendance and good quality participation, especially contribution to the learning of fellow students.
Group Paper Presentation	10%	Each group will be assigned a paper to present and will take questions from the class and the instructor thereafter.
Essay Assignment	20%	A take-home essay assignment not exceeding 1000 words. To be completed within a week.
Multiple Choice Quiz	20%	15 multiple choice questions and 5 true/false questions.
Group Project	30%	Using secondary data and the knowledge gained in this course, analyse a real-life family business of the students' choice. State its strength and weaknesses and areas for improvement. Not to exceed 4000 words.
<b><u>Note: There will be NO final examination</u></b>		

## RECOMMENDED TEXT AND READINGS

- Poza, E.J. and Daugherty, M.S. (2014) Family Business (4<sup>th</sup> Edn) Mason, Ohio: Thomson/South-Western.
- Au, K., Craig, J.B. & Ramachandran, K. (2011) Family Enterprise in the Asia Pacific. Cheltenham, Glo: Edward Elgar.
- Course Pack of Family Business cases (compulsory).
- Selected readings as listed in the "Paper Presentation and Discussion" column in the course schedule.