

SUBJECT TEACHING GUIDE

G1638 - Creation of Companies and Family Business

Degree in Economics

Academic year 2021-2022

1. IDENTIFYING DATA			
Degree	Degree in Economics	Type and Year	Optional. Year 3
Faculty	Faculty of Economics and Business Studies		
Discipline	Subject Area: Further General Management Module: Intensification in Business		
Course unit title and code	G1638 - Creation of Companies and Family Business		
Number of ECTS credits allocated	6	Term	Semester based (2)
Web			
Language of instruction	English	Mode of delivery	Face-to-face

Department	DPTO. ADMINISTRACION DE EMPRESAS
Name of lecturer	ELISA PILAR BARAIBAR DIEZ
E-mail	elisa.baraibar@unican.es
Office	Edificio de las Facultades de Derecho y Ciencias Económicas y Empresariales. Planta: + 2. DESPACHO (E235)
Other lecturers	ADELA SANCHEZ SANTOS MARIA DOLORES ODRIOZOLA ZAMANILLO

3.1 LEARNING OUTCOMES

- To develop a business plan, analyzing its viability and the legal procedures to set it up
- To identify the specific issues of managing a family firm
- To apply the best tools for managing a family firm

4. OBJECTIVES

ENTREPRENEURSHIP MODULE

The aim is to systematize the way to collect the information needed to assess the weaknesses and potential of a business idea.

The course is eminently practical so that students, as they study all the theoretical steps in the viability analysis, they assess the viability of their ideas.

FAMILY BUSINESS MODULE

This section of the course is focused on the study of the characteristics and specific problems of family businesses; outlining the particular aspects of such entities (government, succession, management, etc.), analyzing each of them, and studying practical solutions.

The basic objective of the class is to provide students with the knowledge and necessary aptitudes needed to manage and run family businesses, including:

- To know and comprehend the specific problems and most critical aspects of running and managing family businesses
- To know and be able to apply the right tools to solve specific issues
- To comprehend the fundamentals, causes and possible solutions to conflicts and family relationships
- To acquire a positive, active and critical attitude toward family businesses, its problems, and the tools to solve them

6. COURSE ORGANIZATION

CONTENTS

1	<p>ENTREPRENEURSHIP MODULE LESSON 1. THE DECISION TO SET UP A BUSINESS: CONCEPT OF VIABILITY</p> <p>1.1. Identification of ideas 1.2. The concept of viability 1.3. Economic viability 1.4. Conclusion on economic viability</p>
2	<p>ENTREPRENEURSHIP MODULE LESSON 2. COMMERCIAL VIABILITY</p> <p>2.1. The role of marketing 2.2. The relevant market 2.3. Definition and implementation of the business strategy 2.4. Launch campaign 2.5. Demand estimation 2.6. Degree of commercial definition 2.7. Conclusion on the commercial viability</p>
3	<p>ENTREPRENEURSHIP MODULE LESSON 3. TECHNICAL VIABILITY</p> <p>3.1. The role of production 3.2. key technical elements 3.3. The capital budget 3.4. Estimation of fixed and variable costs 3.5. Quantification of the operating range</p>
4	<p>ENTREPRENEURSHIP MODULE LESSON 4. FINANCIAL VIABILITY AND LEGAL PROCEDURES</p> <p>4.1. Adequacy of demand for the technical needs of the project. 4.2. Financing 4.3. Business cooperation. 4.4. Legal procedures</p>
5	<p>FAMILY BUSINESS MODULE LESSON 1. DEFINITION OF FAMILY BUSINESS</p> <p>1.1. Definition of family business 1.2. Classification of family businesses 1.3. Three Circles model 1.4. Growth stages 1.5. Types of Risk</p>
6	<p>FAMILY BUSINESS MODULE LESSON 2. GOVERNANCE OF FAMILY BUSINESSES</p> <p>2.1. Governance of the family business. 2.2. Institutions and property. 2.3. Conflict management</p>
7	<p>FAMILY BUSINESS MODULE LESSON 3. SUCCESSION IN FAMILY BUSINESSES</p> <p>3.1. Continuity and succession. 3.2. Family Protocol: content and effects.</p>

8	<p>FAMILY BUSINESS MODULE LESSON 4. MANAGEMENT OF A FAMILY BUSINESS 4.1. Family business strategy 4.2. Strategic characteristics of a family business 4.3. Challenges of the family business 4.4. Professional Management of a Family Business</p>
9	SEMINARS

7. ASSESSMENT METHODS AND CRITERIA

Description	Type	Final Eval.	Reassessn	%
Classwork and monitoring	Others	No	No	25,00
Business plan	Work	No	Yes	30,00
Analysis of a family business	Work	No	Yes	25,00
Final test	Written exam	Yes	Yes	20,00
TOTAL				100,00
Observations				
<p>There will be a group work for each module. When the average mark of the group works is lower than 5, the student must retake the failed project in the ordinary/extraordinary examination call with a theoretical-practical case study. When the final mark is lower than 5, the remedial exam in the ordinary/extraordinary examination call will be theoretical and practical.</p>				
Observations for part-time students				
<p>Part-time students or those waiving continuous evaluation (in the first three weeks) must submit and present individually the viability plan (40%) and the analysis of a family business (20%), and take a theoretical and practical exam (entrepreneurship module weighs 10% and family business module weighs 30%), under the same conditions of minimum qualifications as other students.</p>				

8. BIBLIOGRAPHY AND TEACHING MATERIALS

BASIC

MÓDULO DE CREACIÓN DE EMPRESAS

- ADÁN, PABLO (2014). *Emprender con éxito. 10 claves para generar modelos de negocio*. SCLibro.
- CLAVER, PABLO (2013). *Yo también puedo emprender*. LID Editorial Empresarial S.L.
- HISRICH, ROBERT D.; PETERS, MICHAEL P. AND SHEPHERD, DEAN A. (2005). *Entrepreneurship. Emprendedores*. Sexta Edición. McGraw Hill
- NECK, HM. (2014). *Teaching Entrepreneurship: A Practice-based Approach*. Cheltenham.
- NICHOLLS, A. (2013). *Social Entrepreneurship: New Models of Sustainable Social Change*. Oxford University Press.
- OSTERWALDER, A., PIGNEUR, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. John Wiley.
- VECIANA, JOSÉ MARÍA (2005). *La Creación de Empresas. Un Enfoque Gerencial*. Estudios Económicos N. 33, La Caixa.

MÓDULO DE EMPRESA FAMILIAR

- Carsrud, A.L. & Brännback, M. (Ed) (2012) *Understanding Family Businesses*. Springer.
- Carsrud, A.L. & Brännback, M. (2011) *Understanding Family Businesses. Case Studies on the Management of Crisis, Uncertainty, and Change*. Springer.
- Carsrud, A.L. & Brännback, M. (2011) *Understanding Family Businesses. Case Studies on Succession, Inheritance, and Governance*. Springer.
- Gersick, K., Davis J.A., Hampton M.M. & Lansberg, I. (1997) *Generation to Generation: Life Cycles of the Family Business*. Harvard Business School Press.
- Kellermanns, F.W. & Hoy, F. (Ed) (2017) *The Routledge Companion to Family Business*. Routledge.
- Neubuer, F. & Lank, A.G. 1998. *The Family Business. Its Governance for sustainability*. MacMillan Press Ltd.
- Poza, E.J. & Daugherty M.S. (2014). *Family Business*. South-Western CENGAGE Learning (4th Edition)
- Zellweger, T. (2017) *Managing the Family Business: Theory and Practice*. Cheltenham, Edward Elgar.