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# How to Teach Family Business With Movies, TV Shows and Case Studies

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A wide range of movies, TV shows, TED Talks, magazines and case studies can help students connect family business theory with real-world situations.

The demand for family business education is soaring around the globe, and several higher education institutions are introducing new courses and programs that focus on this dominant type of business organization. Yet, as we discuss in our recent Academy of Management Learning & Education article (https://journals.aom.org/doi/abs/10.5465/amle.2014.0246) , universities and teachers have yet to realize the full spectrum of resources available to help them develop and deliver family business education programs.

Current trends in higher education are emphasizing "experiential learning" and technology to enable online, hybrid and collaborative learning. This means that we need to look beyond the traditional textbook and embrace the potential benefits of using a more varied set of resources in the classroom and online learning environments. This motivated us to develop a list that organizes and maps existing *learning resources* for family business education at undergraduate, masters and executive levels.

Our list includes webinars, television shows, Ted Talks, magazines, movies and case studies. The list is intended to be especially useful for instructors teaching stand-alone family business courses or emphasizing family business issues in other core management courses. It is just a starting point; much much more remains to be done to develop new resources, map resources available around the world, and develop guidelines for their use in the classroom. We invite family business educators to expand and further enhance the pool of learning resources available for family business education.

## Acknowledgements

We would like to thank Carlotta Benedetti, PhD Student at the Free University of Bozen-Bolzano, for her excellent work in helping us to update the lists of movies and teaching cases for family business education. We also gratefully acknowledge the scholars involved in the FERC community for their helpful inputs and feedback. Finally, we are thankful to *FamilyBusiness.org* for the attention paid to this project, which we feel important for one of the core activities of our mission as family business professors, i.e. the education of the young and senior generations of family business owners and managers.

## References

De Massis, A., Kotlar, J. (2015). Learning resources for family business education: A review and directions for future developments. *Academy of Management Learning & Education*, 14(3), 415-422.

## On the Small Screen

Teachers can find webinars, webcasts and short video-clips made available by the Business Families Foundation, the Canadian Association of Family Enterprise and the Family Firm Institute. The BBC series(https://www.bbc.co.uk/programmes/b03q0177) Hidden Histories: Britain's Oldest Family Businesses includes three documentaries about the extraordinary history of Britain's longest-running family businesses. Moreover, teachers can use material from many TV shows such as Arrested Development, The Sopranos,

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The Sons of Anarchy, and most recently, HBO's Succession, as well as some animated sitcoms such as Bob's Burgers.

**Table 1: Selected List of TV Series for Family Business Education**

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| Title | Starting Year | Creators | Topics |
|---|---|---|---|
| Dallas | 1978-1981 | David Lewis Jacobs | Families, Conflicts |
| Beautiful | 1987-ongoing | William J. Bell, Lee Philip Bell | Fashion Industry, Storytelling, Complementing Families |
| The Sopranos | 1999-2007 | David Chase | Criminal Organization, Leadership, Competition |
| American Chopper | 2003-2010 | Mike Row, Jim Pratt | Manufacturing, Father-son Relationship, Conflicts, Competition |
| Arrested Development | 2003-2006 | David Schwartz | Decision-making, Stakeholders, Succession, Identity |
| Sons of Anarchy | 2008-2014 | Kurt Sutter | Brotherhood, Loyalty, Legacy |
| The Good Wife | 2009-2016 | Robert King, Michelle King | Legal and Political Drama, Network |
| Revenge | 2011-2015 | Mike Kelley | Identity, Change, Conflicts |
| House of Lies | 2012-2016 | Matthew Carnahan | Consultancy, Management Issues, Decision-Making |
| Peaky Blinders | 2013-ongoing | Steven Knight | Criminal Organization, Leadership, Internationalization |
| House of Cards | 2013-2018 | Beau Willimon | Power, Planning, Lobbyism |
| Empire | 2015-ongoing | Lee Daniels, Danny Strong | Entertainment Industry, Ownership, Succession |
| Dynasty | 2017-ongoing | Richard Alan Shapiro | Succession, Alliances, Competition |
| Family Business | 2018-ongoing | Tony Grounds | Succession, Generations, Leadership |
| Succession | 2018-ongoing | Jesse Armstrong | Entertainment Industry, Ownership, Succession |

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## TED Talks

We also identified some TED talks that can be useful to appreciate and grasp a number of family business topics, as shown in Table 2.

**Table 2: Selected List of TED Talks for Family Business Education**

| Type | Title | Main topic |
|---|---|---|
| TED global | Family businesses are here to stay, and thrive (https://www.ted.com/talks/vikram_bhalla_family_businesses_are_here_to_stay_and_thrive) | Business growth |
| TEDx Portland | How doing things differently in a family business can result in success (https://www.youtube.com/watch?v=0WohxniaPHg) | Success |
| TEDx Sayajigunj | Harnessing the Potential of Family Business(https://www.youtube.com/watch?v=Z9jzMbyVZV0) | Values |
| TEDx University of Nevada | Nepotism is my American dream (https://www.youtube.com/watch?v=Nwpmc1qTMJ4) | Nepotism |
| TEDx King Lincoln Bronzeville | Transforming lives with vegan family business (https://www.youtube.com/watch?v=TYwpWjJKL1g) | Business & community |

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## Magazines

Magazines can be a very valuable resource for family business education. They give students direct access to updated information on current issues relevant to family businesses, as well as many real case examples. Magazines also provide more international perspectives and expert opinions, covering a very broad range of topics and geographical regions. They can be particularly useful for experiential learning. Magazines can be used by educators in a number of ways -- for instance in “blended teaching” initiatives in which a portion of the traditional face-to-face instruction is replaced by learning based on magazine extracts to infuse real-world, practice-oriented learning opportunities into established theory- and notion-based courses.

A growing number of published magazines explicitly focus on family businesses, such as Campden FB, Family Business Agenda, Family Business Magazine (https://www.familybusinessmagazine.com/) , Tharawat (https://www.tharawat-magazine.com/#gs.1lopObJ6) magazine and The Practitioner (https://www.thepractitioner.co.uk/) . Moreover, general business magazines increasingly feature family business articles, including Entrepreneur, Business Insider, Business Week, Forbes, The Economist, Wall Street Journal and Washington Post. Finally, teachers can benefit from articles published in blogs and forums with the focus on family business, such as the Family Firm Institute(https://www.ffi.org/) (FFI), Family Business Place(https://familybusinessplace.com/) , Family Business United (http://www.familybusinessunited.com/) , Family Business Network(http://www.fbn-i.org/) (FBN), Family Business Wiki, the International Family Enterprise Research Academy (IFERA), and the Institute for Family Business (IFB) Forum.

## On the Big Screen

Teachers rely increasingly on films in their classes, and their use will become even more frequent as experiential learning continues to grow. Benefits include increasing students’ attention and helping them visualize theoretical concepts and issues. This is likely to be particularly valuable in family business courses, as films can depict the many intangible and often sensitive and private aspects of managing family businesses. In our survey of existing courses around the world, we found a broad spectrum of sources for firms that can be used in family business education.

Below is a list of 44 movies that can be useful for engaging students in discussions about family business issues.

**Table 3: Selected List of Movies for Family Business Education**

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| Year | Title | Director | Topics |
|---|---|---|---|
| 1934 | The House of Rothschilds | A. L. Werker | Family Capitalism, International Growth, Legitimacy, Economic Wealth, Succession |
| 1954 | Executive Suite | R. Wise | Change, Governance, Ownership, Strategic Planning, Succession |
| 1956 | The Giant | G. Stevens | Conflict, In-laws, Ethics, Family Entrepreneurship, Family Legacy, Succession |
| 1958 | Cat on a Hot Tin Roof | R. Brooks | Governance, Intergenerational Collaboration, Leadership, Stakeholder, Succession |
| 1972 – 1990 | The Godfather Trilogy | F. F.Coppola | Change, Ethics, Governance, Inheritance, Leadership, Succession, Values, Culture |
| 1984 | This is Spinal Tap | R. Reiner | Behavior, Conflict, Entrepreneurship, Intra-Senior Generational Interaction |
| 1984 | Places in the Heart | R.Benton | Entrepreneurship, Family-Nonfamily, Stakeholders |
| 1988 | Tucker: The Man and His Dream | F. F. Coppola | Goals, Change, Entrepreneurship, Intergenerational Collaboration, Resources, Strategic Planning, Structure |
| 1989 | Family Business | S. Lumet | Altruism, Conflict, Ethics, Family Relations |
| 1991 | Backdraft | R. Howard | Behavior Conflict, Change, Relationship, Siblings |
| 1993 | Rudy | D. Anspaugh | Entrepreneurship, Evolution, Change, Family Vs. Non-Family Members, Goals, Inheritance |
| 1995 | Sabrina | S. Pollack | Brother-Brother Relationship, Change, Strategic Planning, Succession |
| 1995 | Tommy Boy | P. Segal | Behavior, Conflict, Goals, Succession |
| 1999 | Any Given Sunday | O. Stone | Change, Environmental Threats, Goals, Leadership, Succession |
| 2001 | Avalon | M. Oshii | Change, Governance, Management Development, Network, Relationship, Strategic Planning, Structure, Structure |
| 2001 | Life as a House | I. Winkler | Inter-generational conflict, Illness |
| 2002 | About Schmidt | A. Payne | Behavior, Conflict, Change, Ownership, Values, Work-Family Conflict |
| 2002 | My Big Fat Greek Wedding | J.Zwick | Behavior, Conflict, Culture, Value, Family Involvement, Ownership |
| 2005 | Kinky Boots | J. Jarrold | Change, Entrepreneurship, Human Resources, Innovation, Social Capital, Succession |
| 2006 | The Queen | S. Frears | Behavior, Conflict, Change, Environmental Threats, Goals, Governance, Strategic Planning |
| 2007 | The Will Be Blood | P. T. Anderson | Entrepreneurship, Competition, Profitability, Business Opportunities |
| 2008 | Bottle Shock | R. Miller | Entrepreneurship, Network, Relationships |
| 2008 | Mother & Daughters | C. Bessai | Conflict, Mother-Daughter Relationships |
| 2010 | Romantics Anonymous | J.P. Améris | Emotions, Entrepreneurship, Family Business Boundaries, Innovation |
| 2010 | Fathers & Sons | C. Bessai | Conflict, Father-Son Relationships |

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| Year | Title | Director | Topics |
|---|---|---|---|
| 2010 | The Social Network | D. Fincher | Challenges, Entrepreneurship, Resilience, Storytelling, Conflicts, Success |
| 2011 | The Inheritance | P. Fly | Conflict Management, Family Relations, Goals, Success, Succession, Work-Family Conflict |
| 2011 | Sisters & Brothers | C. Bessai | Conflict, Sibling Relationships |
| 2011 | Moneyball | B. Miller | Entrepreneurship, Innovation, Competition, Team Building, Performance |
| 2011 | Something Ventured | D. Geller, D. Goldfine | Stakeholders, Investments, Innovation |
| 2012 | The Brave | B. Chapman | Intergenerational Conflict, Succession, |
| 2012 | Arbitrage | N. Jarecki | Parenthood, Altruism, Conflict, Ethics, Family Relations, Power, Sibling Relationship |
| 2013 | Saving Mr. Banks | J. L. Hancock | Change, Identity, Iconic Personality, Creativity, Storytelling |
| 2013 | The Wolf of Wall Street | M. Scorsese | Goals, Power, Success, Ethics, Behavior and Conflicts |
| 2014 | A Most Violent Year | J. C. Chandor | Entrepreneurship, Power, Growth, Competition, Conflicts, Behaviors, Ethics |
| 2015 | Joy | D. O. Russel | Power, Family Relations, Gender, Success, Resilience |
| 2015 | The Intern | N. Meyers | Gender Stereotypes, Age, Entrepreneurship, Passion, Integrity, Team Value, CSR, Family Relations |
| 2015 | Unfinished Business | K. Scott | Challenges, Inspiration, Identity, Resilience, Problem-solving |
| 2016 | Adidas VS Puma | O. Dommenget | Brotherhood, Conflicts, Succession, Family Relations |
| 2016 | The Founders | J. L. Hancock | Negotiation Skills, Brotherhood, Storytelling, Growth |
| 2017 | Coco | L. Unkrich, A. Molina, J. Katz, M. Aldrich | Intergenerational Conflict, Tradition, Legacy |
| 2017 | The Post | S. Spielberg | Succession, Ownership |
| 2018 | Crazy Rich Asians | J. M. Chu | Family Relations, Transgenerational Interaction, Family Relations, Succession, Cultural Conflicts |
| 2018 | Lionheart | G. Nnaji | Change, Ownership, Strategic Planning, Succession, Intergenerational Collaboration, Leadership, Innovation, Sibling Relationships, Family Relations |

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## Teaching Case Studies

An increasing number of business schools rely on case studies as a primary means for delivering education contents, which emerges as important means to help students link theory and practice. Real-life case studies can help improve students' ability to match theories and models commonly taught in the classroom to actual problem situations, and to learn how to address them. Case studies are likely to be particularly well suited for family business education, as examining the case of "others" offers a privileged opportunity to safely address sensitive and private issues.

In our review, we identified 59 case studies. Table 4 lists these case studies. In order to facilitate search and selection, the table reports the title of each case study, source, industry, geography, firm age, and the topics addressed in each case study. These cases can be used to teach a variety of family business topics to undergraduate, graduate and executive education classes.

**Table 4: Selected Case Studies for Family Business Education**

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| Case Study | Source | Industry | Geography | Firm Age | Topic |
|---|---|---|---|---|---|
| A Diamond in the Rough: J. M. Huber and the PATH Business (https://hbsp.harvard.edu/product/KE1002-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Fire retardant additives business | USA | n.a. | Decision making, Mergers & acquisitions, Board of Directors, Competitive strategy, Risk management, Growth |
| AAC Technologies (A): Entrepreneurship, Growth and Transformation (https://hbsp.harvard.edu/product/NTU087-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Manufacturing, computers & electronics, mobile devices | China | n.a. | Entrepreneurship, Innovation, Leadership, Technology, Manufacturing, Growth strategy |
| Adams Funeral Home | Poza & Daugherty | Funerals | Georgia USA | 139 | Strategic Management, Merger analysis |
| Alchemy of Innovation at TSL Jewellery Ltd. Adding Value to Gold-Transforming a Traditional Business(https://hbsp.harvard.edu/product/ST41-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Technology, jewelry | Hong Kong | n.a. | Organizational Perspectives, Entrepreneurial Management, Innovation, Change Management, Technology, Human resource Management, |
| Alcoholes de Centroamerica, S.A. | NACRA | Alcohol | Honduras | 46 | Entrepreneurship, Conflicts Management, Family Relationship, Strategy |
| Alsea: A New CEO Comes on Board(https://hbsp.harvard.edu/product/W17441-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Accommodation & food services, restaurants | Spain, Colombia Mexico | n.a. | Franchising, Corporate strategy |

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| Case Study | Source | Industry | Geography | Firm Age | Topic |
|---|---|---|---|---|---|
| Amarnath Gupta and Sons: The Family Business(https://hbsp.harvard.edu/product/W16702-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Retail trade, petroleum products | India | 66 | Succession Planning, Succession Issues |
| Amorim: The Future of Natural Cork(https://hbsp.harvard.edu/product/W17053-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Wine industry, alcoholic beverages, manufacturing | Portugal | n.a. | Vertical integration, Packaging, Manufacturing, Sustainability |
| Anderson Steel Service, Inc. | Harvard Business School | Steel products | Arizona USA | 57 | Organizational Change, International Management |
| Argentina Suites: A Case Study | NACRA | Hotels | Argentina | 26 | Company Management, Family Relationships |
| Artecola: Building a Global Brazilian Multinational from Rio Grande do Sul (https://hbsp.harvard.edu/product/INS941-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Adhesives & sealants | Brazil | n.a. | Internationalization, Mergers & Acquisitions, Emerging markets, Innovation, Strategic alliances |
| Askew's Foods versus Wal-Mart: Sustainable versus Low-Cost (https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=Askew%27s+Foods+versus+Wal-Mart%3A+Sustainable+versus+Low-Cost) | Harvard Business School | Retail trade | Canada | n.a. | Corporate Social Entrepreneurship, Competition, Social Responsibility, Sustainability |
| ATF, Inc.: Fasteners and Family(https://hbsp.harvard.edu/product/KEL957-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Automotive parts & accessories | USA | 37 | Succession Planning, Management Styles, Leadership |

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| Case Study | Source | Industry | Geography | Firm Age | Topic |
|---|---|---|---|---|---|
| Aurobindo Pharma: Gearing Up for the Future(http://sk.sagepub.com/cases/aurobindo-pharma-gearing-up-for-the-future) | Sage Knowledge, | Pharmaceuticals | India | 33 | International Business, Entrepreneurial Strategies, Corporate Governance, Leadership, Professionalization |
| Aurum Furniture and In-Law Management (https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=Aurum+Furniture+and+In-Law+Management) | Harvard Business School | Retail trade | USA | n.a. | Succession Planning, Family-controlled Businesses, Conflict, |
| Ayala Corporation | Harvard Business School | Banking, telecommunications, water | Philippines | 181 | Future Business Opportunities |
| Babbitt Ranches: Governance and Strategic Planning in a Family Business | Harvard Business School | Cattle ranching | Arizona, USA | 127 | Leadership, Company Management, Succession, Conflicts |
| Balaji Wafers: Taking the Pepsi Challenge(https://hbsp.harvard.edu/product/W18606-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Manufacturing | India | n.a. | Competition, Strategy, Growth Strategy |
| Beacon Group of Hong Kong: Finding Light in the Shadow Education Industry (https://hbsp.harvard.edu/product/415082-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Technology | Hong Kong | 25 ca. | Education, Entrepreneurship, Technology, Human resource Management, Incentives, Motivation |
| Bentington Industries | Harvard Business School | Consulting and engineering services | England | 81 | Family Interaction, organizational Behavior, Leadership |
| Billionaire's Curse: Gun-based Succession Planning for a Bangkok Market (https://hbsp.harvard.edu/product/IN1180-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Food & beverage | Thailand | n.a. | Succession Issues, Finance, Economics |

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| Case Study | Source | Industry | Geography | Firm Age | Topic |
|---|---|---|---|---|---|
| Bhiwar Enterprises | Richard Ivey School of Business | Wholesale trade - non-durable goods | Africa | n.a. | Succession Plan, Conflict Management |
| Borrowing to Grow at Andrews Company | Poza & Daugherty | Manufacturing | USA | n.a. | Family Business, Succession |
| Caso Conservas Diaz S.A. | Kellogg School of Management | Agriculture | Spain | n.a. | Family Relations, Succession, Shareholders |
| Clemens Family Corporation | Iese Business School | Meat processing | Philadelphia USA | 93 | Organizational Change, Family Council, Governance, Succession |
| Consumer Goods Company: A Woman Sailing for Success (http://sk.sagepub.com/cases/consumer-goods-company-a-woman-sailing-for-success) | Sage Knowledge, | Retail trade, except of motor vehicles and motorcycles | Lebanon | n.a. | Succession Strategies, Relationships, |
| Deep Roots Distillery(https://hbsp.harvard.edu/product/W16113-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Accommodation & food services | Canada | 4 | Accommodation, Break Even Analysis, Differentiation Strategy, Industry Analysis, Entrepreneurship |
| DLC Management Corporation: Securing Its Future(https://hbr.org/product/dlc-management-corporation-securing-its-future/NA0245-PDF-ENG) | NACRA | Real estate | New York USA | 28 | IPO, Decision-Making, Leadership, Organization Resources, Ownership, Control |
| Donald Salter Communications, Inc. | Kellogg School of Management | Broadcasting, newspaper publishing | Idaho USA | 90 ca. | Asset Management, Motivation, Incentives |

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| Case Study | Source | Industry | Geography | Firm Age | Topic |
|---|---|---|---|---|---|
| Ed's Dilemma: Succession Planning at Niagara Paving | Entrepreneurship: Theory & Practice | Asphalt paving | Buffalo, New York, USA | 31 | Succession Planning |
| Eu Yan Sang: Reviving a Traditional Family Business with Modern Business Principles | Stanford Business Case | Traditional Chinese medicine | Singapore | 134 | Growth, Professionalization, Family Values |
| Families, Fortunes, and Footwear. Reaching Out to the Fourth Generation of Brazil's Lupo S.A. | Stanford Business Case | Apparel | Brazil | 94 | Succession, Exit Strategy |
| Ford Motor Company's Value Enhancement Plan | Harvard Business School | Automotive | Michigan, USA | 110 | Values, Expectations, Succession Planning |
| Francisco de Narváez at Tía: Selling the Family Business | Harvard Business School | Retail trade | Argentina | 80 | Capital Structure, Financial Liquidity, Business and Shareholder Relations |
| From Swords to Ploughshares | INSEAD | Storage and transport | Minnesota, USA | 100 ca. | Business Exit |
| George Barker | Harvard Business School | Real estate, rental & leasing | USA | 70 ca. | Succession, Conflicts |
| Glennon Brothers: Old Dogs Need to Learn New Tricks | Entrepreneurship Theory and Practice | Sawmilling business | Ireland | 100 ca. | Organizational Life Cycle, Managerial Style, Business Evolution |
| Goodwin Sporting Goods | Richard Ivey School of Business Foundation | Retail trade | USA | 66 | Leadership, Performance Evaluation, Relationships |
| Graham Family and the Washington Post Co. | Harvard Business School | Newspaper publishing | District of Columbia USA | 80 | Succession Planning, Conflict Resolution |

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| Case Study | Source | Industry | Geography | Firm Age | Topic |
|---|---|---|---|---|---|
| H.D. Chasen Company, Inc. | NACRA | Industrial equipment | USA | 61 | Interpersonal Communication, Management Succession, Going Public, Family Relationships |
| Iggy's Bread of the World | Harvard Business School | Baking & bakeries | USA | 19 | Succession Planning |
| Ireka Construction Berhad: A Chinese Family Business Goes Public | Richard Ivey School of Business Foundation | Construction | Malaysia | 46 | Growth, Organizational Culture, Restructuring |
| Is Destira My Destiny? Whether, When, and How to Join One's Small Family Business (https://hbsp.harvard.edu/product/KE1048-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Apparel | California, USA | 29 | Succession planning, Decision making, Entrepreneurship, Compensation, Women in Business |
| Is This for Me? Career Decision Making in a Family Business (https://hbsp.harvard.edu/product/NA0463-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Colleges & universities | USA | n.a. | Human Resource Management, Career Planning, Personnel Policies, Generational Issues |
| "It Used to Be a Family Company Until I Joined My Husband in It": Professionalizing a First-Generation Family Business(http://sk.sagepub.com/cases/it-used-to-be-a-family-company-professionalizing-a-family-business) | Sage Knowledge, | Fruits and vegetables retailing | Australia | 48 | Change in Leadership, Leadership Style |
| J. Perez Foods | Harvard Business School | Food | Dominican Republic | n.a. | Business Ownership, Shareholder Relations, Entrepreneurship, Organizational problems |

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| Case Study | Source | Industry | Geography | Firm Age | Topic |
|---|---|---|---|---|---|
| J.R. Pierce, Inc. | NACRA | Pastry | Ohio USA | n.a. | Going public, Change Management |
| John Nurminen Family: Ownership Strategy Enabling Business Portfolio Development (http://sk.sagepub.com/cases/john-nurminen-family-ownership-strategy-portfolio-development) | Sage Knowledge, 2018 | Transportation and storage | Finland | 148 | Entrepreneurial Strategies, Ownership Structure, Business Portfolio Development, Risk Management, Opportunity Recognition |
| Keddeg company: Succession to the Next Generation of Small Business | Kellogg School of Management | Aircraft | USA | 67 | Succession Planning |
| Ketan Logistics-Charting the Next Route(https://hbsp.harvard.edu/product/ISB062-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Transportation & warehousing | India | 33 | Succession Issues, Entrepreneurship, Leadership, Stewardship, Corporate Governance |
| Kingston Family Vineyards(https://hbsp.harvard.edu/product/SM266-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Wine industry | Chile | 21 | Production, Supply Chain Management, Strategy |
| Kohler Co. | Harvard Business School | Manufacturing | Wisconsin USA | 130 | Conflict Management |
| K.N. Kordonis & Co. S.A.: Are We All on the Same Page for Survival? (http://sk.sagepub.com/cases/kn-kordonis-and-co-sa-are-we-all-on-the-same-page-for-survival) | Sage Knowledge, | Retailing | Greece | n.a. | Succession Planning, Environmental Issues, Financial Crisis |

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| Case Study | Source | Industry | Geography | Firm Age | Topic |
|---|---|---|---|---|---|
| Leadership Succession at Achal: A Tough Nut to Crack (https://hbsp.harvard.edu/product/ISB055-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Food, agribusiness | India | 40 ca. | Succession Planning, Exit Strategy, Succession Issues, Valuation, Entrepreneurship, Leadership Transitions |
| Malkinson Printing Company: The Evolution of a Family Business (https://hbr.org/product/malkinson-printing-company-the-evolution-of-a-family-business/NA0347-HCB-ENG) | Harvard Business School | Printing | Wisconsin USA | n.a. | Organizational Behavior, Conflict, Generational Issues |
| Managing Strategic Change in Family Business: The Case of Glopac Chemical (http://sk.sagepub.com/cases/managing-strategic-change-in-family-business-glopac-chemical) | Sage Knowledge, | Chemical | Indonesia | 25 | Family Conflict, Management Issues, and Agency Problems |
| Managing to Sell but Failing to Communicate: The Case of the Family Behind Dow Jones (http://sk.sagepub.com/cases/managing-to-sell-failing-to-communicate-family-behind-dow-jones) | Sage Knowledge, | Publishing activities | USA | 137 | Corporate Governance, Strategic Decision-Making, Professionalization |
| Mehta Engineering: An Indian Family Business Coping With Growth Through the Third Generation(http://sk.sagepub.com/cases/mehta-engineering-an-indian-family-business-coping-with-growth) | Sage Knowledge, | Manufacture of machinery and equipment | India | 60 ca. | Business Exit, Business Divisions, Succession Issues |
| Merck, Darmstadt: Sustaining Legacy Beyond 350 Years (https://hbsp.harvard.edu/product/ISB123-PDF-ENG?itemFindingMethod=Search) | Harvard Business School | Pharmaceuticals | Germany | 350 ca. | Governance, Leadership |
| Metal Benders Industries, Inc.: The Accidental Entrepreneur | NACRA | Metal industry | Maryland USA | 44 | Entrepreneurship, Succession, Shareholder Value, Leadership |
| Monmouth Rubber & Plastics(https://hbsp.harvard.edu/product/NA0518-PDF-ENG?itemFindingMethod=Search) | Harvard Business School (2018) | Plastics & rubber products | New Jersey USA | 55 | Organizational behavior, Decision Making, Generational Issues |

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| Case Study | Source | Industry | Geography | Firm Age | Topic |
|---|---|---|---|---|---|
| Moore Oil: Exit Options for a Multi-Family, Multi-Generational Small Business (http://sk.sagepub.com/cases/moore-oil-exit-options-for-multi-family-generational-small-business) | Sage Knowledge, 2018 | Petroleum marketing | Midwest, USA | 87 | Entrepreneurial Strategies, Tradition, Exit Strategies, Ownership, Logistic Management, Decision-Making |
| Morgan Construction Company: Managing Five Generations of Family Ownership (http://sk.sagepub.com/cases/morgan-construction-company-five-generations-family-ownership) | Sage Knowledge, 2018 | Manufacture of machine and equipment | USA | 120 ca. | Business Exit, Professionalization, Succession, Intergenerational Dynamics, Conflict, Decision-Making |
| Nantucket Nectars | Harvard Business School | Beverages | USA | 25 | Family Ownership, Cash Flow Approach |
| Nantucket Nectars: The Exit | Harvard Business School | Beverages | USA | 25 | Strategic Management, Leadership |
| Northwest Security Services | Graduate School of Business, Stanford University | Security alarm services | USA | 67 | Business Exit |
| Now What? Now Who? A Mexican Small Family Business in Transition (http://sk.sagepub.com/cases/now-what-now-who-a-mexican-small-family-business-in-transition) | Sage Knowledge, 2018 | Carwash | Mexico | 28 | Conflicts, Succession Planning, Family Harmony, Business Challenges, Leadership |
| Ottawa Devices, Inc. | Harvard Business School | Medical equipment & devices | Canada | n.a. | Business Exit |
| Outstanding Outsider and the Fumbling Family | Harvard Business School | Food | Illinois USA | n.a. | Asset Diversification, Division of Ownership |

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|---|---|---|---|---|---|
| Pho Hoa Dorchester(https://hbsp.harvard.edu/product/317121-PDF-ENG?itemFindingMethod=Search) | Harvard Business School (2017) | Food, beverages, restaurants | USA | 27 | Business Ownership, Change Management, Organizational Structure, Organizational Culture, Business Growth, Leadership |
| Pitcairn Family Heritage(R) Fund | Harvard Business School | Fund investments | PhiladelphiaUSA | 24 | Change Management, Succession, Retirement, Conflict of Interests |
| Precista Tools AG | Harvard Business School | Machine tools | Switzerland | 67 | Succession, Family Ownership |
| Professionalization of Sudarshan Chemical Industries (https://hbsp.harvard.edu/product/W14727-PDF-ENG?itemFindingMethod=Search) | Harvard Business School (2015) | Chemical | India | n.a. | Leadership, Entrepreneurship, Growth Strategies |
| Prudence and Audacity: The House of Beretta | Harvard Business School | Arms | Brescia, Italy | 487 | Corporate Governance |
| Rebar Group: A Chinese Family Business Turned Criminal (http://sk.sagepub.com/cases/rebar-group-a-chinese-family-business-turned-criminal) | Sage Knowledge, 2018 | Domestic textiles, construction, real estate, | Taiwan | 60 ca. | Corporate Governance, Corporate Restructuring, Corporate Fraud |
| Salvatore Ferragamo, Spa. | Harvard Business School | Shoes and leather goods | Italy | 80 ca. | Family Ownership, Conflicts and Resolution, Succession |
| Sam Steinberg (A) and (B) | Harvard Business School | Grocery stores, retail trade | Canada | 100 ca. | Business Growth, Start-ups |

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|---|---|---|---|---|---|
| Scholtes Waterservices | Richard Ivey School of Business Foundation | Horticultural | Holland | n.a. | Growth, Market Adaptation |
| Sigma Motion, Inc. | Poza & Daugherty, 2004 | Linear motion | USA | 38 | Changes and Strategic Planning, Corporate Governance, Growth |
| Simon Salvage Case: A Case of a Family Business | NACRA | Scrap metal | New Jersey, USA | 68 | Succession, Governance, Communication, Leadership |
| Smit's Company | NACRA | Chocolate | Michigan, USA | 113 | Succession, Conflict Management |
| Stevenson Industries | Harvard Business School | Pumps & seals | ConnecticutUSA | 108 | Transition in Ownership, Leadership |
| Strategy and the Sibling Partnership: The Tan Group from Indonesia (http://sk.sagepub.com/cases/strategy-and-the-sibling-partnership-the-tan-group-from-indonesia) | Sage Knowledge, 2018 | Construction company | Indonesia | 70 ca. | Succession Issues, Growth, Decision-Making |
| Taming My Father | Sage Knowledge, 2018 | Manufacturing, scientific research and development | USA | | Leadership, Governance, Ownership, Succession Planning |
| The Agnellis and Fiat: Family Business Governance in a Crisis | Harvard Business School | Automotive | Italy | 113 | Governance, Leadership, Professionalization |
| The Ambivalent CEO of the Construction Company | Poza & Daugherty, 2004 | Construction | USA | n.a. | Growth Strategies |

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| Case Study | Source | Industry | Geography | Firm Age | Topic |
|---|---|---|---|---|---|
| The Business Tycoon, Robert Aston: The Rise and Fall of a Family Empire (http://sk.sagepub.com/cases/the-business-tycoon-robert-aston-rise-and-fall-of-a-family-empire) | Sage Knowledge, 2018 | Accommodation, food and beverage service activities | Lebanon | n.a. | Entrepreneurship, Succession Planning, Diversification Strategies, Organizational Culture |
| The Cousins Tournament Case | Poza & Daugherty, 2004 | Electrical systems | California USA | 79 | Succession, Conflict Management, Management Style, Organizational Culture |
| The Ferre Media Group (Part A),(Pat B) | Poza & Daugherty, 2004 | News and cement business | Puerto Rico | n.a. | No abstract/key words available |
| The Fojtasek Companies and Heritage partners: March 1995 | Harvard Business School | Building materials | USA | 70 | No abstract/key words available |
| The Fudge Cottage | NACRA | Confectionery | Michigan, USA | 32 | No abstract/key words available |
| The Harilela Enterprises: An Indian Family Business in Hong Kong | Kellogg School of Management | Hotels | Hong Kong | 91 | Ownership, M&A, Partnerships, Succession, Financial Strategy |
| The Khalil Abdo Group | Harvard Business School | Pharmaceuticals | Egypt | 67 | Business Exit |
| The New MBA | Poza & Daugherty, 2004 | Construction Sand and Gravel | Minnesota, USA | n.a. | Ownership, Family Employment, Management, Leadership, Governance, Succession |

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|---|---|---|---|---|---|
| The Qadri Group: Innovating in Family Business(https://hbsp.harvard.edu/product/LCA016-PDF-ENG?itemFindingMethod=Search) | Harvard Business School (2012) | Engineering services, manufacturing | Pakistan | n.a. | Technology Management, Government Relations |
| The Son-In-Law | Poza & Daugherty, 2004 | Food (bakery) | USA | 55 | Succession Issues |
| The Wen Group | Harvard Business School | Pharmaceuticals | Hong Kong | 80 | Crisis Management, Conflict Management, Corporate Governance, Leadership |
| Touchdown Footwear on a Slippery Slope(https://hbsp.harvard.edu/product/ISB107-PDF-ENG?itemFindingMethod=Search) | Harvard Business School (2018) | Footwear | India | 54 | Professionalism, Succession Issues, Emerging Markets, Leadership, Stewardship, Corporate Governance, Organizational Management |
| Trevor Family-Business Compensation Framework: Is It Fair? (http://sk.sagepub.com/cases/trevor-family-business-compensation-framework-is-it-fair) | Sage Knowledge, 2018 | Retail trade | Philippines | 50 ca. | Three Circles Model, Ownership, Conflicts, Compensation Issues |
| W.S. Darley & Co. - Sustaining Family Connections | Longenecker et al. (2011) | Fire-fighting and emergency services | Illinois USA | 105 | Succession Planning |
| Wadeshwar Restaurants: Strategies for Growth(https://hbsp.harvard.edu/product/ISB107-PDF-ENG?itemFindingMethod=Search) | Harvard Business School (2014) | Accommodation & food services, restaurants | India | n.a. | Growth Strategy |
| Westbrook Farm | NACRA | Farm | Indiana USA | n.a. | Investment Evaluation, Decision-making |

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|---|---|---|---|---|---|
| Weston Nurseries Inc. | Kellogg School of Business | Florists | USA | 90 | Leadership Strategy |
| Zandu Pharmaceutical Works: The Takeover Bid (https://hbsp.harvard.edu/product/ISB045-PDF-ENG?itemFindingMethod=Search) | Harvard Business School (2014) | Pharmaceuticals | India | 110 ca. | Negotiation, Exit Strategy, Succession issues, Decision-making, Organizational Change |
| Zobele chemical industries) | Journal of Business Venturing | Chemical | Italy | 94 | Globalization, Ownership, Control |

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**Additional Search Terms:** entrepreneurship courses, teaching ideas, teaching resources, classroom ideas, entrepreneurship classes, business schools, business school classes, entrepreneurship students, professors

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