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September - October 2014  
Volume 6, Issue 3

Newsletter highlights:

- Global STEP Booklet Vol. II Release
- EU Academic Meeting
- STEP Protocol Changes
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- Upcoming Events
- Affiliate Programs of Interest
- New STEP Cases
- Publishing opportunities
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Contact: step@babson.edu

STEP Project-- Looking Ahead

It is hard to believe that the summer is over and the fall season is upon us with the start of a new exciting academic year! For the STEP Project, the next year will be one of transitions, new initiatives, opportunities and learning! We are nearing the completion of collecting data from over 650 family businesses in our multi-country quantitative survey (closes December 31, 2014). We have just published a fascinating 13 chapter Global STEP Booklet Vol. II studying 16 successful transgenerational families and have begun our 5th STEP book of the Elgar Series! And so much more ahead of us!

To learn more about your STEP colleagues, news and upcoming events from all regions of the world, take a look at our Fall Issue of STEPout!

2nd STEP Practitioner Booklet Released!

Announcing the Global STEP Booklet, Volume II- Sustaining Entrepreneurial Family Businesses: Developing the Core, Expanding the Boundaries

This second Global STEP Booklet features thirteen chapters authored by thirty-three scholars. Insights are drawn from sixteen transgenerational family enterprises based in ten countries located in five continents—Asia (Hong Kong, India and Malaysia), Europe (Belgium and UK), South America (Brazil, Colombia and Venezuela), Africa (Uganda), and North America (USA). Collectively, these sixteen family firms have been in business for over a thousand years. Based on the most recent figures available to us, they generated annual revenues of over 1.9 billion USD and provided employment to over 41,000 individuals. With such depth and breadth of experiences, it is indeed a privilege to learn from these notable enterprises that deal with the paradoxes of family and business on a daily basis, while preserving their core and expanding their competencies and boundaries. To learn more--download this Global Booklet on the Babson Digital Repository at http://digitalknowledge.babson.edu/sumrep/.

Co-Editors: Pramodita Sharma, Mohar Yusof, Maria José Parada, Rocki-Lee DeWitt and Nunzia Auletta
The European Academic STEP Meeting was hosted by STEP colleagues at the University of Bergamo (Italy) on 22 May 2014. European STEP academics from JIBS-Sweden, Lancaster University-UK, Universita Bocconi- Italy, Università della Svizzera italiana Lugano-Switzerland, Universitat St. Gallen-Switzerland, Universitat Witten/ Herdecke-Germany, Universiteit Antwerpen-Belgium and Windesheim University-Netherlands welcomed new STEP affiliate EM-Lyon Business School to the Project. Participants shared updates on the new STEP cases and from the Global Board, discussed best practices concerning the STEP survey, future research directions related to the STEP research model, as well as trends, opportunities and challenges within Horizon 2020. The meeting in Bergamo also provided the opportunity to meet some local enterprising families sharing their experiences of successful transgenerational entrepreneurship and answer faculty questions.

The European Academic STEP Meeting was held prior to the 10th Workshop on family firm management research (EIASM), organized by the Center for Young and Family Enterprise (CYFE) at the University of Bergamo (Italy). During the workshop about 100 scholars from all over the world presented and discussed their research on family business.

**REMINDER**

ANNUAL STEP CASES ARE DUE JUNE 30th, 2015
Please be sure to mark your calendars for this very important due date!
NEW--STEP Protocol amendments

Board approved-- Changes to Summit Format
Planning committee members (Alfredo De Massis, Rocki-Lee DeWitt, Leilanie Mohd Nor and Maria Teresa Roscoe) will meet in the next few weeks to begin plans for the 2015 Regional Summits and 2016 Global Summit and incorporate the revised format below:

- **Host:** Two Regional Summits will be conducted per year, co-hosted by 2 regions; open to all teams/families. Co-hosts decide their Summit topic.
- **Location:** A designated country as agreed by these 2 regions (co-hosts).
- **Global Summits** will continue to be held every 3 years (next Global Summit will be held in 2016).

Board approved--Changes to Collaboration Protocol
- **Individual Level Collaboration** – An Affiliated University may enlist scholar(s) from another University (including non-STEP Universities). These scholar(s) must follow the same protocol and confidentiality agreements required under the STEP Project. The Affiliated University remains as named Affiliate and collaborative scholar’s Institution does not appear on STEP website.
- **Institutional Level Collaborations** – an affiliate that joins as a junior partner of a STEP affiliate and pays annual junior membership fee (3000 USD) for 3 year term. The name of the collaborative affiliate will appear as a secondary bullet on the STEP website and documents.

A Call to STEP teams-- from EMLYON

Dear Colleagues,

Entrepreneurship Education and Family Entrepreneurship are two of the specializations of the Entrepreneurship Research Center of EMLyon Business School. We define Family Entrepreneurship as the research field that studies entrepreneurial behaviors of family, family members and family businesses; it is at the intersections of the fields of entrepreneurship, family business, and family.

We are currently working on a research project crossing these two topics.

We know that this is not new. The literature (DeMoss, 2002 :120) gives examples of "Universities which offer majors 1) combining entrepreneurship, family, and small business ; 2) minors in family business with separate minors for business and non-business majors; and 3) minors with five undergraduate business courses”.

**We want to hear from you!**

We would like to find examples of courses, curricula, or family business center training programs which involve, simultaneously, inputs from the fields of entrepreneurship, family business and family. Considering that there is very little recent literature on the subject, and that it concerns only North America, we are reaching out to the STEP affiliates with this request.

Please send responses to Kathleen Randerson: randerson@em-lyon.com.

Looking forward to collaborating with you,
Best regards,
Alain Fayolle
EMLyon Business School
The Faculty of Economics of Witten/Herdecke University awarded Prof. Dr. Pramodita Sharma from the University of Vermont with an honorary doctorate together with the Witten Institute for Family (WIFU) on June 24, 2014. Around 80 international invited guests appeared to attend the ceremony in the auditorium of Witten/Herdecke University. The ceremony was opened by Prof. Dr. Martin Butzlaff, President of Witten/Herdecke University, and Dr. Tom A. Rüsen, executive director of the WIFU, who greeted the honorary doctor and all guests cordially.

Prof. Dr. Arist Schlippe, academic director of WIFU, gave a heartfelt and emotional speech in honor of the guest of honor, in which he praised the academic, but especially the personal commitment of Prof. Sharma. Afterwards the Dean of the Faculty of Economics Prof. Dr. Birger P. Priddat presented Prof. Sharma with the certificate of appointment, who gratefully accepted this special award. In her subsequent lecture she gave a detailed insight into the past, present and future of international family business research.

Representing the family businesses, Dr. h. c. Helmut Kostal (Leopold Kostal GmbH & Co. KG) praised the guest of honor and explained how her work affects entrepreneurial practice and what specific assistance he could draw for his own succession process from it.

“I'm grateful to have been able to contribute to the field in some way and look forward to collaborating with fellow researchers on these and other emerging issues in the future”.

--Pramodita Sharma,
University of Vermont

Professor Sharma Receives Honorary Doctorate from Witten/Herdecke, Germany for Pioneering Research on Family Business

"I'm grateful to have been able to contribute to the field in some way and look forward to collaborating with fellow researchers on these and other emerging issues in the future".

--Pramodita Sharma,
University of Vermont
STEP Updates: Survey and Elgar Book!

**STEP Quantitative Survey UPDATE!**
We are approaching the final months of the Survey data collection and encourage teams to add more and/or complete their STEP Quantitative Surveys!

The **STEP Survey will close on December 31, 2014** for ALL languages. We appreciate the continued efforts of the STEP team members and their families dedicated to completing their surveys! Many thanks to the family businesses that took the time and consideration to contribute to this important and relevant collection of data!

The STEP Data and Report Protocol has been reviewed by the STEP Global Board. Here are some of the Board approved policies for STEP team members to take note:

- **Data Collection:** All data collected from the survey is important and no eligible responses that were collected appropriately will be excluded from the survey.

- **Data Access:** To balance the respect for hard work and effort in data collection by affiliates, and reward those who collected the required 2 responses from at least 20 family businesses, **data access will be tiered.** Several options were discussed and the decision is pending by Board and will be announced in November.

- **Survey Reports:** Two Reports will be written
  - Preliminary "White Paper" Report - for press release within 60 days of data collection closing
  - Global Report-- One Board member and 1 representative from each region with the statistician to produce this report. The report will be published in a timely manner (no later than the last day of August 2015).

We will continue to keep the STEP members informed of the Survey Protocol amendments as they develop. We look forward to the final survey data collection in the months to come. In 2015, STEP researchers will begin to analyze this very important data collected from over 650 family businesses (so far!) to investigate the impact of entrepreneurial attitudes and resources on performance and continuity in business families.

For more information on the STEP Survey-see **Survey FAQs on the STEP website!**

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**5th STEP BOOK in ELGAR Series UPDATE:**

STEP GLOBAL Book Series
**VOLUME II:**
*Developing Next Generation Leaders for Transgenerational Entrepreneurial Family Enterprises*

We are thrilled at the enthusiastic response from our excellent scholars in the STEP Project! We are so very fortunate to be able to pull knowledge from such a diverse and talented pool of researchers!

Authors form all regions; Asia Pacific (India, Malaysia, Japan, Hong Kong), Europe (Netherlands, Spain, Sweden, UK), Latin America (Brazil, Colombia) and North America (WPI) have begun writing 11 Chapters for the next Elgar STEP Book!

We are quickly approaching the due date for the full chapters on **OCTOBER 1, 2014**. We will keep you informed of new developments and the release date as we move ahead!
STEP Affiliate News Highlights

SAVE THE DATE!
2014 Asia Pacific Summit
Waseda University, Japan

STEP team leader Hiro Higashide from Waseda University, host of the Asia Pacific Summit, welcomes all STEP scholars and families to attend the 2014 Asia Pacific Summit! This will be the 4th Asia Pacific STEP Summit. The event will kick off on Monday, November 24, 2014 with an Academic Meeting for STEP scholars during the day and a welcome reception in the evening for all attendees of the conference.

Themes surrounding succession, transgenerational entrepreneurship and globalization of family business into the final Program through workshops, distinguished panelist discussions and a Gala Dinner to celebrate! Stay tuned as more details and registration link will be announced shortly!

Nov. 24: 17:00 Registration and Welcome Reception

Nov. 25
10:00 Case Presentation
- 1st round: Succession –Comparing Chinese and Japanese family businesses-
- 2nd round: Globalization and entrepreneurship - Cases from Japan and other countries-
13:00 Keynote Speech
- Title: Japan: A Country of Long-lived Companies
- Speaker: Susumu Nomura (Professor of Takushoku University / award winning non-fiction writer)
15:00 Two Program sessions (to run concurrently):
- Workshop for business families
- Panel session for globalizing family businesses
19:00 Gala Dinner

Nov 26-27
A two day excursion is planned (staying one night).
- Nov. 26 (Excursion)
  Kikkoman Soy Sauce Factory Tour
  Stay at Japanese Traditional Onsen Hotel in Yuzawa, Niigata
- Nov. 27 (Excursion)
  Sake Tasting
  Soba Noodle for Lunch
  Tsubame Industrial Materials Museum
  (Arrive Tokyo Station at around 17:00)

Non-Family Employees in Family Firms: How to Make Them Act Entrepreneurially?
Blog by Philipp Sieger (University of St. Gallen, Switzerland)

“A main factor for the long-term success of family firms is entrepreneurial non-family employees. But a perennial and still unanswered question is: how can family firms make their non-family employees behave entrepreneurially, meaning that they recognize and explore entrepreneurial opportunities, that they develop and implement new ideas? That they think and act as if it would be “their” company?”

Click here to read more of Philipp’s blog in the Family Business Wiki.org
The 2014 Family Enterprise Research Conference (FERC) was held in Portland Oregon, hosted by STEP affiliate, Oregon State University. Awards worth $31,500 in five categories were presented at the event. Congratulations to the following FERC Award winners from our STEP community!

- **Best Poster on Family Business Education - A teaching model for Family Entrepreneurship**
  - Kathleen Randerson, University of Grenoble - Alps
  - Alain Fayolle, EMLYON Business School

- **Best Doctoral Student Contribution - Long-Term Orientation and Innovativeness in Multi-Generational Family Firms**
  - Vanessa Diaz Moriana, Dublin City University
  - Eric Clinton, Dublin City University
  - Justin Craig, Northeastern University

- **Best Poster - The Untimely Death of a Founder: A Case Study on Intergeneration Innovation and Human Resource Practices**
  - Francesco Barbera, Stetson University
  - Isabell Stamm, University of California Berkeley
  - Rocki-Lee DeWitt, University of Vermont

- **Best Poster - Bridge and Buffer: Evidence of the Role of the Board of Directors in Family Firms**
  - Cristina Bettinelli, University of Bergamo
  - Manisha Singal, Virginia Tech University (member of Dalhousie STEP team)
  - John Davis, Harvard Business School

- **"Practitioner Focused" awards - Leveraging tradition to innovate the family firm: Lessons for family business practitioners**
  - Josip Kotlar, Lancaster University Management School

FOBI (Family Owned Business Institute) Award Winners

- From Research to Practice: Planning for New Futures in Family Business Education **Alfredo De Massis & Josip Kotlar**, Lancaster University Management School

- Organizational Crises in Family Firms: The effects on intergenerational innovation. **Francesco Barbera**, Stetson University
  - Isabell Stamm, University of California – Berkeley (member of the Stetson STEP team)
  - Rocki-Lee DeWitt, University of Vermont

**Congratulations STEP Scholar Winners of the 2014 FERC Awards!**

**MARK YOUR CALENDARS for next year!**

**2015 Family Enterprise Research Conference (FERC) ~ Burlington, Vermont, USA**

- June 4 - STEP Global Academic Meeting (for STEP affiliated members)
- June 5-7 FERC events

University of Vermont will be hosting this popular and well established family business research conference. Due Date for Submission of 5 PAGE ABSTRACTS: January 31, 2015. Submissions will be accepted in English, Spanish, Portuguese, and French. Click [here](#) for details!
Since its establishment in September 2012, BFI @ SMU has continued to make waves as Southeast Asia’s first regional family business centric institute focused on addressing the needs of business families in the region. Its reputation has gone from strength to strength through its various educational, engagement and research platforms which have continued to attract regional business families to BFI @ SMU’s programs, events and progressive research.

Through its flagship Knowledge Series, BFI @ SMU continues to apprise Asian business families about far-reaching issues such as current investment trends; examples include the Endowment Model advocated by Cambridge Associates, business family sustainability issues advocated by Forum of the Future etc. BFI @ SMU continues to raise the reputation and profile of SMU through its regional MOUs signed with Chinese University of Hong Kong, Zhejiang University etc as well as regional partnerships with other universities including those from the Global STEP Project- Asia Pacific Chapter.

Research

In Nov 2013, BFI @ SMU launched the inaugural Asian Business Families Succession Research Survey Report together with its sponsors, Deloitte Southeast Asia. Although the initial scope of the Research Survey focused on Southeast Asian countries, BFI @ SMU was also grateful to receive responses to its online survey from business families in other regions including from North and South Asia, the Middle East, Europe, Australia and the USA making the Research Survey truly global in its perspective. The Research Survey is designed to be an interactive educational tool by highlighting key themes which are relevant to business families such as succession objectives, planning for succession, successor selection process and criteria, succession-related challenges, strategies and training needs. A total of 83 business families participated in the Research Survey from Aug to Oct 2013. The survey report can be found on our website.

Education

In August 2013, BFI @ SMU launched its inaugural week-long flagship business families program “Growing the Family Business Through Generational Change and Governance” which was attended by almost 30 inter-generational business families from Asia including participants from the Middle East and Europe. Applauded as being an Asian-centric business families program, it was affirmed by the participants as being a much-needed business family program for Asian business families by Asian business families. In addition, BFI @ SMU continues to launch strategic business families focused master classes on such diverse topics as leadership, succession, trans-generational enterprising families, and family governance as well as educational programs for business family advisors, conducted by visiting faculty from the STEP partnership.

SMU Events

There will be a number of upcoming Knowledge Series on various topics such as family offices and real estate. Just recently, we celebrated our 2nd Year Anniversary on 12 September 2014, held in conjunction with a Gift Signing Ceremony with Deloitte Southeast Asia for another three years of partnership going forward. The theme for the celebration was “Building Sustainable Business Families in Asia - Educating, Empowering and Energizing our Next Generation Leaders”.

BFI @ SMU intends to serve as an educational, engagement and research platform to bring together business families, drawing on the university’s experience to offer insights on issues such as business, governance, family and ownership. We will continue to reach out to more families in Asia and engage them to be active, committed and involved stewards, stakeholders and partners by building and sharing knowledge in the business families’ space.

More information on BFI @ SMU as well as details of our upcoming events are available on our website, http://bfi.smu.edu.sg.
Upcoming Events

STEP Related Events

- Asia Pacific Summit: 24–26 November 2014, Waseda University, Japan
- Global Academic Meeting: 4 June 2015, University of Vermont, USA

Conferences and Programs of Interest

- 2014 FFI Global Conference: 8–11 October 2014, Washington, D.C., USA
- Interdisciplinary Entrepreneurship Conference (G-Forum) 2014: 13–14 November 2014, Oldenburg, Germany
- 2015 Family Enterprise Case Competition: 7–11 January 2015, Burlington, Vermont, USA
- 2015 AIB-LAT Conference: Internationalization of Family and Entrepreneurial Businesses in Latin America: 22–24 January 2015, Santiago, Chile
- USASBE 2015 Conference: 22-25 January 2015, Tampa Florida, USA
- 2015 Family Enterprise Research Conference (FERC): 4-7 June 2015, Burlington, Vermont, USA
- EURAM 15th Annual Conference: 17-20 June 2015, Warsaw Poland
- 2015 IFERA Annual Conference: 30 June – 3 July 2015, Hamburg, Germany

The Diana Project Conference
June 8-9, 2015
Babson College--Wellesley, Massachusetts, USA
This event will occur prior to the BCERC event at Babson College
Theme: "Women Entrepreneurs in Ecosystems"

Key dates:
- Deadline for submission of abstracts: December 15, 2014
- Notification of acceptance of abstracts: January 30, 2015
- Full paper submission: March 30, 2015

For more information contact: dirc2015@babson.edu

See/hear the latest from a community of entrepreneurship researchers about the impact of 35 years of collaboration, collegiality and friendship in this video!
FFI POST-CONFERENCE -- RESEARCH & EDUCATION SYMPOSIUM:

**STEP Project — Constituencies and Constellations from an ongoing research project**

Saturday, October 11, 2014 at 9:00 AM
Washington D.C.

Today, there are 41 institutions and nearly 200 scholars from around the world engaged in the [STEP project](#). Based on in-depth case studies and survey research of over a thousand trans-generationally successful families around the world, the scope of this project is unprecedented. The latest results will be shared by panelists from STEP partner institutions. The rare insights on factors that enable the growth and longevity of family enterprises are discussed in this panel — making it a MUST ATTEND for all — academics and advisors! For more information on the Family Firm Institute conference and this event [click here](#).

**STEP Member Panel:** Matthew Allen, Babson College, Eric Clinton, Dublin City University (Ireland), Mattias Nordqvist, Jönköping International Business School (Sweden), Carlo Salvato, Universita Bocconi (Italy); moderator: Justin Craig, Northeastern University

[Click here for more information about FFI conference](#)

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**More thought-provoking research presentations from STEP scholars at FFI Conference**

Friday, October 10:
- **Integrating Professional Management into Asian Family Companies: Complex cultural contexts**
  Annie Koh, Wee-Liang Tan, Singapore Management University
- **Oxygen and Life Blood: Innovation in family enterprise**
  Justin Craig, Marc Meyer, Northeastern University; G. Thomas Lumpkin, Syracuse University

Saturday, October 11 (Post – conference)
- **Relations or Relatives? The Effect of Political Connections and Family Ties in the Entrepreneurial Recovery of Family Firms from a Natural Disaster**
  Carlo Salvato, Universita Bocconi

Online [Registration](#) available until October 8, 2014!
For more information about the [FFI conference](#) contact Dan Frosh at dan@ffi.org
More Affiliate Programs of Interest

Indian School of Business (ISB) announces their
*Fifth Asian Invitational Conference on Family Business*
February 6 – 8, 2015

**Theme:** Continuity of Family Business across Generations

- February 6, 2015: Case Conference--Case studies on family business will be discussed
- February 7 & 8, 2015: Business Conference--Family business leaders & experts will share experiences and valuable advice

ISB would like to extend a special invitation to **STEP scholars** to participate in the Case Conference. Scholars can submit cases on family businesses focusing on the following themes: Professionalization, Family leadership, Succession, Family governance, Wealth management, Family Entrepreneurship, Philanthropy, Ownership, Women in family business, Innovation

**Submission deadlines and details**
- Submission of 250 words abstract due October 6, 2014
- Registration November 14, 2014
- Submission of the final case with teaching note December 22, 2014
- At least one of the authors should present the case at the conference

**Registration** and website will be available soon. Please feel free to contact **Sushma Gnvs** (ISB) for any further information at: Gnvs_Sushma@isb.edu

NEW STEP Cases

Congratulations to the North American STEP team **Stetson University** for submitting their first case to the STEP database! The case is about a third generation family business in the premium sausage manufacturing industry.

European STEP Affiliate **Dublin City University** has submitted their second case of a sixth generation Irish family business that specializes in the manufacturing of oat products.

Our Latin American affiliate **Fundação Dom Cabral** in Brazil, has researched a 3rd generation family firm that makes medical-surgery-hospital products. Kudos to the FDC team for their 12th research case submission to the STEP qualitative database!
Opportunities for Publishing and more…

Call for Special Issue-Family Firms
The *Journal of Managerial Issues* will publish a special issue on strategic issues in the family firm. The purpose of this issue is to publish leading-edge theoretical and empirical work that contributes to the study of strategic issues in the family firm.

Guest Editors: James J. Chrisman, Mississippi State University; Joshua J. Daspit, Mississippi State University; Rebecca G. Long, Mississippi State University; Allison W. Pearson, Mississippi State University; Pramodita Sharma, The University of Vermont.

We invite scholars that may have an interest to send their submission. The deadline for submissions is **July 31, 2015.**

Further information can be found online:
PDF version of Call for Papers: [http://www.uvm.edu/business/ferc/jmi_call_for_papers.pdf](http://www.uvm.edu/business/ferc/jmi_call_for_papers.pdf)

- **October 1, 2014:** Entrepreneurship Theory and Practice: [Call for Papers – January 2016 Special Issue: Careers, Organizations and Entrepreneurship](http://www.entrepreneurshiptheoryandpractice.com/index.php/etp/article/view/9712).
- **October 15, 2014:** 35th Anniversary -Babson College Entrepreneurship Research Conference (BCERC): [Call for Papers – Abstract Submission](http://www.babson.org/bcer/2014/). 
- **October 31, 2014:** Journal of Family Business Management: [Call for Papers – Developing Family Business Governance Research](http://www.jfbm.org/).
- **November 1, 2014 – January 15, 2015:** Strategic Entrepreneurship Journal: [Call for Papers – Special Issue: Enduring Entrepreneurship](http://www.strategic-entrepreneurship.com/).
- **January 22, 2015:** USASBE Conference: [Call for Papers - Sun, Fun, and Innovation Advancing Entrepreneurship Teaching and Research](http://www.usasbe.org/).
- **January 31, 2015:** FERC Conference Presentation: [Call for Submission - The Sustainable Family and Enterprise](http://www.ferconsortium.org/). (Submissions will be accepted in English, Spanish, Portuguese, and French)
- **February 2, 2015:** IFERA 2015 Annual Conference: [Call for Papers – Tradition and Innovation in Family Business](http://www.ifera.org/).
- **February 15, 2015:** FERC 2015 Career Academy: [Call for Participants - Application](http://www.fercconsortium.org/).
- **July 1, 2015:** Organization and Environment in association with the 2015 FERC Conference: [Call for Papers - Special Issue: Sustainability & Family Business”](http://www.fercconsortium.org/).
- **July 1, 2015:** Academia Revista Latinoamericana de Administración, (ARLA) in association with the 2015 FERC Conference: [Call of Papers - Special Issue: Family Firms in Iberoamericas](http://www.fercconsortium.org/).
Job Opportunities

**Stetson University, Florida, USA is recruiting for two faculty positions:**

The School of Business Administration at Stetson University invites applications for a Tenure-track faculty position in Entrepreneurship & Family Enterprise to begin August 2015. Although applicants with sub-specialization in all related areas are encouraged to apply, preference will be given to those with teaching and research interests supporting one of the following: Next Generation Development, Organizational Development Behavior/Theory, and Innovation. For more details -- click here.

Stetson University invites applications for a tenure-track faculty position in Leadership to begin August 2015. Although applicants with sub-specialization in all related areas are encouraged to apply, preference will be given to those with teaching and research interests supporting one of the following: Organizational Behavior/Theory, Change Management, Innovation, Corporate Social Responsibility, Family Enterprise, and Entrepreneurship. Experience in executive development programs is highly desirable. The successful candidate will be a teacher-scholar who is willing and able to contribute in the creation and delivery of exciting new initiatives in our undergraduate as well as graduate (MBA, EMBA) programs. For more details -- click here.

Interested applicants should supply a detailed current vita, teaching evaluation summaries, and supply the names, addresses, and phone numbers of three references. Candidates are encouraged to highlight skills and experiences that demonstrate a commitment to social justice, diversity and inclusion. All information may be submitted electronically to Dr. Madhu Rao, Search Committee Chair, at bmrao@stetson.edu.

**EMLYON Business School, France**

The Department of Strategy & Organization at EMLYON Business School seeks to appoint a faculty member at the Full Professor or Associate Professor rank. The position will commence in January 2015. To apply, please send a cover letter, including your motivation to join EMLYON Business School a research and teaching statement a current vita the paper you would like to present if invited for a job-talk teaching evaluations three letters of recommendation. The application package should be sent to both Professors Alain Fayolle and Ignasi Marti Lanuza, who are in charge of the Recruiting Committee, and to the assistant of the Academic Dean, Sophie Dragole. They can be contacted for additional information at: fayolle@em-lyon.com; marti@em-lyon.com; dragole@em-lyon.com. The application deadline is October 31st, 2014.

**Bodo Graduate School of Business at University of Nordland, Norway** (visitbodo.wips.no/en) is seeking applicants for an upcoming Post Doc position in Entrepreneurship. The position is concerned with building a unique large scale database covering all science-based new ventures in Norway. We expect the selected individual to join the faculty early 2015, or sooner if possible. For informal enquiries about the position and to be notified about its formal posting, please contact Associate Professor Einar Rasmussen (einar.rasmussen@uin.no, Tel: +47 75 51 71 53)

**The University of Adelaide Business School, Australia**

Seeking appoint of an exceptional individual as Senior Lecturer in Management with a focus on family business scholarship. If you have any queries regarding this position, please contact Dr Chris Graves (chris.graves@adelaide.edu.au), Head of the University's Family Business Education & Research Group (http://www.business.adelaide.edu.au/research/fberg). Closing date for applications: 17 October 2014. For more information about the position and selection criteria, please visit: http://careers.adelaide.edu.au/cw/en/job/492795/senior-lecturer-level-c
Looking for a Good Read?

Check out these articles in Family Business Review (FBR):

Social Issues in the Family Enterprise
Anita Van Gils (Maastricht University, Netherlands), Clay Dibrell (University of Mississippi, USA), Donald O. Neubaum (Oregon State University, USA), and Justin B. Craig (Northeastern University, USA). Family Business Review first published online July 9, 2014

See more of FBRs most downloaded in August 2014!

Transitional Leadership of Advisors as a Facilitator of Successors’ Leadership Construction.
Carlo Salvato and Guido Corbetta (Bocconi University); September 2013 26: 235-255, first published on June 3, 2013.

Looking for an interesting book to read on governance in immigrant family businesses?

Governance in Immigrant Family Businesses
by Daphne Halkias and Christian Adendorff.

“Family businesses constitute some of the most unique, complex, and dynamic systems in modern society. The blending of the performance-based world of business and the emotion-based domain of the family creates a system potentially fraught with confusion and conflict. The significant rise in immigrant family businesses adds a further level of complexity to this mix”......to read more click here.

The study of organizational behaviour in family business. Marylène Gagné, (University of Western Australia), Pramodita Sharma (University of Vermont) and Alfredo De Massis (Lancaster University Management School). European Journal of Work and Organizational Psychology; Volume 23, Issue 5, 2014.

“Family businesses (FBs)—enterprises that are significantly influenced by family members and kinship ties—are ubiquitous and play a crucial role across all world economies. Because of the embeddedness of family and business systems in FB, these organizational forms are theoretically distinct from their non-family counterparts. Curiously, FBs have been largely overlooked in the organizational behaviour (OB) literature.”

Entrepreneurship Theory & Practice
Top 10 Most Downloaded from 2013! These articles are available free through the end of 2014.
Click here to for more details!