Index

Titles of publications are shown in italics.

Aaker, D.A. 680
Abbott, S. 43
Abdelatif, M. 474
Abegglen, J. 580
Abernethy, M.A. 327
Abetti, P.A. 248–9
absolute nuclear family 149
accountability rating 93
and board characteristics 97
Acedo, F.J. 22, 23, 29
achievements 519, 540–41
Acqaah, M. 251
acquisition behaviour 719–31
Acs, Z.J. 610, 699
activity theory and entrepreneurial learning
454, 457, 461
Adachi, M. 556, 557
Adams, J. 380, 480
Adler, P.S. 247
adoption of successors, Japan 563–4, 565–6
AEI standard ethics rating 92
affect 740
affiliate directors 107, 113, 115, 117
Africa, women in family businesses 360
age of firm
and innovation 699
and role of women 334
agency problems 162–3
in family business with altruism 647–53
in non-family business 646–7
agency theory
and board of directors 105–6, 107, 109, 190–91
and earnings quality 67–8
and firm professionalization 328
and ownership effect on innovation
behaviour 695–6
and social relations 208
AGMs 136, 138
Agrawal, A. 103
Ahlstrom Corporation 154
Aikio, P. 600
Aikido Yawaso (Night Talks for Merchants) 571
Aldrich, H.E. 511, 515, 543
alignment effect 65, 69–70, 76
Allen, D.W. 240
Allen, I.E. 352, 354
Allen, M. 290
Allouche, J. 43, 264
altruism 631, 644
and agency problem 647–53
and family CEO 308
Amann, B. 43, 264
Aminoff, P. 544
Amit, R. 67–8, 162
Amonako-Adu, B. 67
Analects of Confucius and the Abacus (Rongo
to Soroban) 573, 581
Anderson, A.R. 215, 216
Anderson, M. 594, 597
Anderson, R.B. 591, 592
Anderson, R.W. 592
Anderson, S. 595
Andres, C. 166
Antonakis, J. 437
APGAR 537
appropriable organization 209
Argote, L. 492
Arijs, D. 436, 438
Arnold, E. 700
Aronoff, C. 1, 210, 472
Arrègle, J.-L. 46, 106, 210, 216, 217, 225, 229, 237, 269, 390, 564, 568, 579
ascendant altruism 649–53
assets, families 527–8
Astrachan, J.H. 1, 22, 23, 25, 213, 378, 384, 410, 480, 507–8, 514, 747, 748
Athanassiou, N. 214
Audretsch, D.B. 699
authoritarian family 149
authors, productivity 21–2
Baghat, S. 115
Baigan, Ishida 570–72, 582
Baird, L. 374
Bammens, Y. 104, 185
Banfield, E. 213
Bank of East Asia 279, 284–95
banks as large shareholders 166
banto system 574–5
Barach, J.A. 539
Barber, A.E. 387
Barnett, T. 375, 396, 397, 398, 399, 411, 482
Barney, J.B. 492
Barth, F. 597, 601, 602
Basco, R. 27
Bates, T. 529
Baysinger, B. 103, 115, 712
Beach, H. 593, 601
Becker, G.S. 244, 245, 513
Bedejick, R.W. 611
Beehr, T. 43, 396
Bellah, R. 556, 570
Bennedsen, M. 181
Berkley, R.A. 388
Berle, A. 162
Berndt, M. 213
Bhattacharya, U. 632, 639, 663, 664
Bird, K. 373
Birkhaw, J. 272
Bjorklund, I. 593–4, 598, 599, 600
Bjornberg, A. 747–8, 750
Black, B. 115
Blank, A.M. 271
Blombäck, A. 683, 684
Bloom, N. 348
Bloomberg, T. 471, 472, 536
board of directors 184–200, 536
composition 87–8, 168
and earnings quality 68, 69–79
Fashion House Style and Tailor Ltd 198
female membership 304
and firm performance 177–9
and generational stages 186–99
independence and CSP 88
roles 68, 185, 199–200
and social performance 86–99
Bonn, I. 470
Botero, I.C. 682
Bourdieu, P. 210, 248, 258, 565
Bowen, M. 744
Bowler, J.L. 215
branding 677–91
benefits 678–9
brand equity 679–80
brand management 477, 680–81, 683–4
stakeholder perceptions 681–3
Brazil, coffee production 237–9, 240–42
Brewton, K. 508, 523
Brohman, J. 599
Brown, B.M. 352
Brown, F.H. 742
Brundin, E. 190, 746, 747, 750
Brush, C.G. 303
Bryan, J. 393
Bryant, S.E. 382
Bubolz, M. 211
Buckley, J. 682
Buddhism 572–3
Buhalas, D. 393, 472
Built to Last 146
Bukowitz, W.R. 348
Bulleye model 514
Bunker, B. 218
Burgess, P. 594, 598
Burkart, M. 167, 632, 660
Burke, S. 439
Burt, R.S. 248, 258
business constraints 533–4
business–family orientation 150
business-level strategies 476–7
business process development 538–40
business resources and SFBT 528–31
financial capital 530–31
human capital 529–30
social capital 528–9
business system and emotions 745–8
business within the economy approach 512–13
Butler, H. 103, 115
Cabrera-Suárez, K. 228, 474, 494
Calvo, J.L. 694
Camisón, C. 695
Cannella, A. 565, 566
capital adjustments to change 518–19
capital overinvestment 639
Cardon, M.S. 754
Carlson, D.S. 382, 384, 409
Carrasco-Hernandez, A. 481
Carree, M.A. 612
Carrigan, M. 682
Carroll, A.B. 83
Carrol, R. 387
Casado, J. 544
Casanueva, C. 216
Casasola, M.J. 166
CASE (Culturally sensitive Assessment System
and Education) project 346–7
Casillas, J.C. 731
Castañeda, G. 632, 639, 663
CEOs
compensation 480–81
and corporate social performance 88–9
and earnings quality 70–72, 77

Kosmas X. Smyrnios, Panikko P. Poutziouris and Sanjay Goel - 9781781009383
Downloaded from Elgar Online at 01/28/2019 11:57:13AM
via free access
Index 767

as family member, see family CEOs
family member and social performance 90
CEO–chairman duality 187, 200
and earnings quality 77
and firm performance 178–9
Chami, R. 631, 647, 649, 650, 654
Chandler, G.N. 392
Chen, H.L. 479, 695, 696, 699, 712
Chen, Z. 479
childcare and women’s engagement in business 355
China
Bank of East Asia 279, 284–95
culture 493
knowledge sharing and family business growth 492–503
network capital 280–84
Ching, F. 292
Chirico, F. 494
Chonin Bukuro 572
Chow Shou-son 284, 286, 287, 290
Chrisman, J.J. 22, 23, 25, 27, 30, 31, 32, 318, 425, 430, 482, 516, 539–40, 666
Chua, J.H. 22, 25, 126, 142, 207, 267, 307, 467
City and Country Dialogues (Toi-mondo) 570
Claessens, S. 181
Clarke, E.D. 589, 594
Clarkson, M. 84
Claver, E. 474
Cliff, J.E. 482, 511, 543
clumsy boy case 658
co-authorship network analysis 19–20, 22–5
Coase, R.H. 242
Cochran, P.L. 83–4
coffee production, Brazil 237–9, 240–42
cognitive dimension of social capital 208–9, 209–10
Cohen, W.M. 498
cohesion, emotional 747
cohesiveness and firm longevity 565
Cole, P.M. 346
Coleman, J.S. 209, 214, 247, 248, 258, 280
Coles, J.W. 151
collaboration and innovation 700
collective entrepreneurial learning 451–62
collectivistic cultures and emotions 750
Collinder, B. 590, 591
Collins, J.C. 146
Collins, K.M. 439
Combs, J.G. 481
community (OCE) 42–4
measurement 50
and performance 44–5, 51–5
community context 519–20, 541–2
community families 149
community-level social capital 560, 564–5, 566–7
company growth theory and family firm professionalization 328
compensation, see wages
competent social capital 226–7
components approach 142
components family businesses 425
gender and leadership 434–5, 436, 437
concentration strategies 474, 475
configuration approach 143, 146–57
Confucian prototype of women in family businesses 357–8
Confucianism 571, 573
congruity 537–8
connections with outside stakeholders 42, 46–8
effect on performance 47, 51–5
measurement 50
Conner, K.R. 239, 243
consensus management 577
content analysis of research 20–21, 25–8
contingency theory 146, 482
and indigenous entrepreneurship 592
contracts 242–3, 247, 257
controlling owner stage
emotions 753–5
governance structure 186–7, 190
Cooper, M.J. 477, 681
Corbetta, G. 155, 197, 213, 482

corporate governance

effect on earnings quality 65–79
effect on firm performance 177–9
see also board of directors
corporate social performance (CSP) 82, 83–4
and board of directors 86–99
and family firms 85–6
and family reputation 85
corporate strategies 473–5
couple relationship, see spousal support
cousin consortium stage
emotions 756–7
Fashion House Style and Tailor Ltd 195–7
governance structure 187–9, 195–9
Covin, T.J. 386, 391, 682
Cowling, M. 415
Craig, J.B. 477, 479, 684, 697
Cramton, C.D. 514, 543, 744
Cromie, S. 379, 428–9
Crozier, M. 595
CSP, see corporate social performance
Culturally sensitive Assessment System and Education (CASE) project 346–7
culture
and branding 689
Index

and family business emotions 750
and strategic change 472–3
culture of sustainable family firms 267–9
customer service 477, 681
D’Aveni, R.A. 258
Dachser Ltd Logistics Group 136–7
Daily, C.M. 476
Dalton, D.R. 103
Danes, S.M. 22, 237, 508, 511, 518, 523, 524–5, 526, 529, 534, 536, 537, 538, 539, 540, 541, 742, 744
daugthers, socialization into family businesses 348
Davidson, P. 589
Davidsson, P. 512–13
Davis, J.A. 144, 214, 751
De Andrés 103, 115
De Kok, J.M.P. 380, 383, 393, 408
De Visscher, F.M. 269
Dean, M.A. 338, 346
DeAngelo, H. 696
DeAngelo, L. 696
Debicki, B.J. 1
Dechow–Dichev measure of earnings quality 73
decision-making, microeconomic analysis 628–67
Delmar, F. 589
Denison, D. 211, 212
Descartes, R. 590
descendant altruism 647–9
Deshpande, S.P. 379, 386
Dess, G. 453
Desvaux, G. 437
development phase of firm
and human resource management 374
see also controlling owner stage; cousin
consortium stage; sibling partnership
stage
developmental models 144, 185, 200
differentiation strategy adoption, coffee
farmers 238–57
Ding, H. 248–9
Dino, R. 25
disruptions 517, 536–8
diversification behaviour 720–21, 729, 474–5
diversity in top management teams, and firm
performance 303–4
dividend payouts 478
Doi Mitchihiro 578
Dollinger, M.J. 476
Donckels, R. 43, 474
Donnelley, R.G. 755
dozokudan networks 565, 567
Dreux, D.R. 269, 478
Dsouza, D. 476
duality, see CEO–chairman duality
Ducassy, I. 475, 721, 730
Dugan, A.M. 351
Duh, M. 211
Dumas, C. 348
Duncan, D. 389
Duncan, R. 265
Dunn, B. 478
Dunning, J. 700
Durlauf, A.N. 214, 225
Dybroe, S. 589
Dyer, J.H. 245
Dyer, W.G. 23, 90, 185, 187, 200, 211, 271
dynamic model of family businesses 637–43
Eagly, A.H. 351
earnings quality 65–79
Eastern European prototype of women in
family businesses 359
Easton, G. 215
Eckert, M. 482
economic constraints 532, 533–4
economic contributions of family businesses
609–24
Finland 615–23
education
as family human capital 526
and strategy change 256, 259
efficient allocations 645–6
egalitarian nuclear family 149
Eisenberg, E. 274
Eisenberg, T. 22
Ellington, E.P. 477
Ellis, W.H. 539
Elman, N.S. 742
emerging market firms 40–55
emotional dissonance 751–2
emotional evolvement (EE) 752–7
emotional role of women 351
emotional support 524
emotions 734–58
and business life cycle 752–7
and business systems 745–8
and culture 750
definition 740–41
exchange theory 749
and ownership 747–8
employee relations 377, 394–7
employment by small businesses 611
Finland 612–13, 621
Ensley, M. 393, 472
entrenchment effect 68, 69–70, 77
entrepreneurial learning 451–62
entrepreneurial networks 215
entrepreneurial teams 458
entrepreneurship and economic growth 611
and emotions 746
research trends 508–10
Essay on Household Management (Seikamon) 570
essence approach 142
essence family businesses 425
gender and leadership 435–6, 437
Eternal Storehouse of Japan (Nippon Eitaigura) 572
ethical codes and trust 219–20
ethics 531–2
ethnicity as family human capital 526
Evans, D.S. 664
Evans, R. 478, 539
exchange theory 749
executive number and social performance 91, 95, 97
experience and family influence 410
exploration of new paths 271–3
extended family ownership 145; see also cousin consortium stage
external owners 129
external relationships 269
Eythorsson, E. 596
F-PEC scale of family influence 144, 430, 522
Faccio, M. 161, 696
Fafchamps, N. 214, 225
Fahlenbrach, R. 67
fairness perceptions of non-family employees 397
families as large shareholders 166, 167
familiness 131, 144, 207, 267–8, 522, 685, 742–3
family APGAR 537
family assets 527–8
family–business balance, and engagement of women 354
family–business congruity 537–8
family–business orientation 149–51
family business owners’ committees 133–5, 136–7
Family Business Research Group (FBRG) 514
family–business system interface 749–50
family businesses
definitions 126, 206–7, 264, 613–14
dynamic model 637–43
principal–agent model 643–58
static model 633–7
theories 513–14
family capital 215, 523–8; see also social capital
family CEOs 145–6, 167
and corporate social performance 90
and earnings quality 70–72, 77
and innovative behaviour 696–7
and women in top management teams 308–9, 314, 316–17
family cohesion, see familiness
family constitutions 556–7
family constraints, SFBT 531–2
family control, effect on firm performance 178
family councils 125–6, 130–31
family employees 374–5, 399
Family Entrepreneurship Working Group 613
family farms 240
family financial capital 527–8
family firms, see family businesses
family functional integrity 537
family governance bodies 125–39
composition 136–7
tasks 126–8
typology 129–36
family human capital 526–7
family influence
on business decision 410–11
and human resource management 375
on strategy 467–83
family intensity and full range leadership theory 427–9, 433–8
family involvement 142–57
in firm management 145–6
in firm ownership 145
and firm performance 154
influence on governance 151–4
family management group (FMG) 451
and entrepreneurial learning 458–62
family networks, see networks
family-owned-managed firms 167; see also family CEOs
family owners’ committees 131–3
family ownership
and female presence in top management teams 307–8, 314–16
and governance 128–9
and innovative behaviour 696–7
family resource management theory 512
family resources 523–8; see also family capital; social capital
family roles and rules 534–5
family social capital 216–17, 523–6, 560, 564, 568, 686
family structural measure 537–8
family structure, SFBT 516, 534–5
family systems theory 512, 744
Index

family values, see values
Fan, J. 67
farms, family-owned 240
coffee farms, Brazil 240–57
Fashion House Style and Tailor Ltd 194–9
Feinberg, R.M. 667
female CEOs 309, 317
female leadership styles 303, 305–6, 326, 351–2
female roles 306; see also women in family firms
Fiegener, M.K. 187, 196
financial capital
business 530–31
family 527–8
financial imperfections 663–4
financial institutions as large shareholders 166, 167
financial performance and board composition 103–19, 177–9
financial resources
family–business intermingling 530–31
and innovation 700
financial strategy 478–9
Finland, economic contributions of family businesses 609–10, 612–24
firm, in principal–agent model 645
firm age, see age of firm
firm networks, see networks
firm ownership, see ownership
firm performance, see performance
firm size, see size of firm
first generation businesses, see controlling owner stage
Fish, A. 409
Fisher, C. 593
Fitzgerald, M. 525, 542
Flören, R.H. 240
Floyd, S.W. 695
Folker, C. 393, 417, 420
Fombrun, C.J. 677, 687, 688
Fontana, A. 596
forced retirement, Japan 577
Ford, J.K. 391
Fortune survey 84
founder stage, see controlling owner stage
Franz Haniel and Cie GmbH 134
Freeman, C. 700
Freeman, M.M.R. 590
Frey, J. 596
Friedberg, E. 595
Friesen, P. 143
Frishkoff, P.A. 352
Froelich, K.A. 385, 390
Fröhlich, E. 43, 474
Fruin, M. 556
Fukuyama, F. 213, 499
full-range leadership theory (FRLT) 425, 426–9
Fullenkamp, C. 649
functional integrity of family 537
functional-level strategies 477–81
Fung family and Bank of East Asia 288, 290–91
Galán, J.L. 216
Galiano, A.M. 349
Gallo, M.A. 478, 639
Galve-Górriz, C. 631, 635, 639, 647, 649, 663
Ganitsky, J.B. 539
Gao, F.Y. 480
García-Álvarez, E. 228
GDP, impact of small businesses 611–12
Gedajlovic, E. 721
gender and leadership styles 425–30, 434–40
gender diversity and top management teams 303–4
gender roles 347–53
Sámi 597
generational stages 185–6
and board composition 108–9, 113–15, 115–17
and governance structures 186–9
generations of family on board 90
George, G. 730
Germanic prototype of women in family businesses 359–60
Gersick, K.E. 43, 131, 145, 185, 186, 200, 735
Ghoshal, S. 214, 222, 237, 559, 579
Giberson, R.J. 591
Gibson, C. 272
Gifford, S. 411
Gimeno, A. 541
glass ceiling 323–40
Goel, S. 167
Goldstein, I.L. 391
Golhar, D.Y. 379, 386
Gómez-Mejía, L.R. 268, 475, 480, 697, 719, 721, 730, 747
‘good boy’ case 653
Goodman, L.A. 596
Goss, D. 746
Goto, T. 556, 564
governance 536
and firm performance 244
and generational stages 186–9
and level of family involvement level 151–4
and strategic change 472
and strategy choice 251
see also board of directors
Index 771

high reliability organizations (HROs) 273–5
High, K. 589
Hinings, C.R. 142, 143, 147, 150
Hinkin, T.R. 432, 433
Hirigoyen, G. 268
Hirschmeier, J. 556
Hitt, M.A. 245, 246, 686
Hobfoll, S.E. 742
Hochschild, A.R. 745
Hoffman, J. 210, 215, 237, 267, 686
Hofstede, G. 147, 750
Hollander, B.S. 348, 742
Holmes, T.H. 531
home-based businesses and women 356
Hong, G.S. 350
Honna house 577
Hord, I. 556
Hornsby, J.S. 378, 381
House of Mitsui, see Mitsui
house rules, Japanese family businesses 557–9, 577
Howorth, C. 25, 32, 118
Hoy, F. 25
Hzensha 576
HPWS (high-performance work systems) 406–21
HRM, see human resource management
HROs (high reliability organizations) 273–5
Hsu, W.-T. 479
Hubler, T. 751, 753
Hukkinen, J. 596
Hult, G.T. 694, 699, 700
human capital 244–5, 686
business human capital 529–30
and business strategy 244–7
family human capital 526–7
human resource management 371–401, 480–81
employee relations 394–7, 398
and firm performance 372–3, 384
high-performance work systems 406–21
staffing practices 384–91, 398
training and development 391–4, 398
Hurley, R.F. 694, 699, 700
Huse, M. 89
Huselid, M.A. 373
Iannarelli, C.L. 348
Ibrahim, A.B. 390, 539
Ibrahim, N.A. 471, 472, 530
Ichirikitei 578
identification base of trust 219
iè (household unit, Japan) 561–4
IFERA (International Family Enterprise Research Association) 1
Ihara Saikaku 572

Kosmas X. Smyrnios, Panikkos Z. Poutziouris and Sanjay Goel - 9781781009383
Downloaded from Elgar Online at 01/28/2019 11:57:13AM via free access
Index

Inanishi Corporation 575–6
independent directors 87
  effect on firm performance 103–19
  and social performance 88, 91, 97–8
indigenous entrepreneurship 591–2
individual within the business approach 513
individualistic cultures and emotions 750
individuals as large shareholders 166
industry sectors
  and family branding 689
  small family businesses, Finland 618–20, 623
inefficient allocations 646–7
information management and innovation 700–701
Ingold, T. 598
Ingram, P. 492, 494
inheritance
  and family values 148–9
  see also succession
innovation and ownership structure 694–712
insider/outside ratio of board members 87–8
institutional imperfections and decision-making 632, 659–64
institutional research productivity 19, 22
intergenerational succession, see succession
intergenerational transfer of social capital 228–9
interlocking directorates 215–16
  Bank of East Asia 293–5
intermarriages, see marriage alliances
International Family Enterprise Research Association (IFERA) 1
internationalization strategies 473–4
Internet-based businesses 356
interpersonal transactions 517
interpersonal trust 225–6
investment strategies 478
Italy
  family firm acquisitions 722–30
  family firms 69
  social performance of firms 92–7
  women in management roles 310–16, 331–7
Jääskö, O. 593, 598, 599
Jack, S.L. 215, 216, 217
Jackling, B. 103, 115
James, H.S. 637, 639
James, W. 740
Japan
  business ethics 570–73, 580–82
  family business longevity 554–83
  family institutions 561–4
  house constitutions 557–9, 577
  long-lived family firm practices 574–80
  Jara-Bertin, M. 161
Jaskiewicz, P. 748
Jennings, P.D. 482
Jensen, M. 162
Jernsletten, J.-L.L. 596
Ji-Hi 572–3
Jimenez, R.M. 346
Joachimsthaler, E. 680
job seekers’ perceptions of family businesses 385, 391, 398
Johl, S. 103, 115
joint ownership, Japan 575–6
Jones, C.D. 475
Jones, E.J. 84
Jovanovic, B. 664
Judge, J. 601
Juenemann, T. 125
justice perceptions of non-family employees 397
Kaman, V. 395
Kan family and Bank of East Asia 285, 286, 287, 288, 289, 291–2
Kano Jihei 578
Kano Jiroemon 578
Karofsky, P. 556
Kashmiri, S. 477
Kaye, K. 744
‘Keizai Dotoku Goitsu-setsu’ (‘Harmony of morality and the economy’) 581
Kellermanns, F.W. 22–3, 25, 375, 396, 397, 398, 399, 411, 482
Kelly, L. 189, 214
Kepner, E. 211, 751–2
Kets-de-Vries, M.F.R. 742
Khanna, T. 40, 41, 44, 47, 48, 55
Kidwell, R.E. 409
Kim, D. 475
Kim, Y. 480
Kimhi, A. 632, 639, 663, 664, 668
King, S.W. 380
Kirshenheiter, M. 66
Klein, A. 115
Klein, S.B. 25, 431, 482
Kline, S.J. 701
Klokov, K. 596
Knoeber, C.R. 103
knowledge-based trust 218–19
knowledge development 271–3
knowledge exploitation 270–71, 272–3
knowledge hoarding 497
knowledge management and innovation 700–701
knowledge sharing, China 492–503
Koch, M.J. 373
Kogut, B. 494

Kosmas X. Smyrnios, Panikkos Z. Poutziouris and Sanjay Goel - 9781781009383
Downloaded from Elgar Online at 01/28/2019 11:57:13AM
via free access
Index 773

Koh, A. 682
Kolenko, T.A. 378, 384, 410, 480
Komives, S.R. 427
Korea, high-technology industry 41
  community and connections 48–55
Kostova, T. 498
Kotey, B. 381, 382, 393, 417, 420, 477, 611
Krishnan, H.A. 304
Kuek Leng-chan family and Bank of East Asia 279, 294
Kuratkio, D.F. 378, 381
Kurtz, A.M. 514
Kwon, S.-W. 247
Kuok, A. 682
Kolenko, T.A. 378, 384, 410, 480
Komives, S.R. 427
Korea, high-technology industry 41
  community and connections 48–55
Kostova, T. 498
Kotey, B. 381, 382, 393, 417, 420, 477, 611
Krishnan, H.A. 304
Kuek Leng-chan family and Bank of East Asia 279, 294
Kuratkio, D.F. 378, 381
Kurtz, A.M. 514
Kwon, S.-W. 247

La Porta, R. 50, 161, 168
labour intensity in family firms 635–7
Laeven, L. 161, 163
laissez-faire leadership 427
Lang, L. 161
Langowitz, N.S. 352, 354
Lank, A. 2, 556–7, 570
Lansberg, I. 134, 145, 539, 755
Lansdowne, M. 589
large shareholders in family firms 161–80
Latin countries, prototype of women in family businesses 357
Lazzarini, S.G. 258
Le Play, F. 148
leadership styles
  female 303, 305–6, 326, 351–2
  gender and family business intensity 425–40
learning, effect of Chinese culture 498–9
leaving the firm, owner-manager’s decision 642–3
Lee, J. 43, 44, 50, 215, 228
Lee, S.E. 598
legal constraints 332, 533
legal imperfections business
  professionalization 632, 659–63
Lehmann, E. 163
Lehtola, V.-P. 590
Leon-Guerrero, A.Y. 480
Lerner, M. 560
Lester, R. 565, 566
Leung, A. 389
Leventhal, N. 357, 359
Levie, J. 560
Levine, R. 161, 163
Levinthal, D.A. 498
Lewicki, R. 218
Li family and Bank of East Asia 285, 286, 287–93
Lindsay, N.J. 591
Ling, Y. 146, 149
Litchfield, S.R. 682
Litz, R.A. 207
Loan-Clarke, J. 392
lone wolves 145
Longenecker, J.G. 539
longevity, Japanese family businesses 554–83
Lópeze de Foronda, O. 163
Lovas, B. 237
Lubatkin, M.H. 25
Lueck, D. 240
Lyman, A. 351, 477, 681
Mace, M.L. 115, 191
Macmillan, I. 589
Magretta, J. 154
Mahajan, V. 477
Mahé, R., L. 478
Maillotis, S. 495
Malone, S.C. 471, 472
management
  family involvement 128–9, 145–6, 153–4
  management styles, see leadership styles
  women’s involvement 301–19
  and glass ceiling 329–30, 335–6, 338
  and professionalization of family firms 330–31, 336–7
see also governance
management/ownership separation, LLFBs 574–5
managerial control systems adoption 326–7
managers 574–5, 659; see also owner-managers
Manikutty, S. 149, 482, 750
March, J.G. 245
Marchisio, G. 474
Margaritis, D. 592
market-based knowledge 271
marketing strategies 477
marriage alliances 283
Bank of East Asia 287–90
Marshack, K.J. 349
Masten, S.E. 237, 238, 243, 244, 246, 251
Matlay, H. 392, 395, 480
Matsushita, Konosuke 581–2
Matzek, A.E. 508, 523, 541
Maug, E. 115
Maury, B. 161, 166, 175
Mayer, R.C. 524
Mazzola, P. 471
McCabe, M. 87
McCann, J.E. 476, 480
McConaughy, D. 478, 480
McEvoy, G.M. 392
McGrath, R.G. 373
McKnight, P.J. 103

M3050 - SMYRNIOS 97818781009383
Downloaded from Elgar Online at 01/28/2019 11:57:13AM
via free access
Means, G. 162
Meckling, W. 162
mediation
role of board 199–200
role of women 351
Mehran, H. 115
Mehrotra, V. 564
Melin, L. 214, 228, 237, 472, 747
Melumad, N. 66
Memili, E. 720
Meredith, G. 477, 611
Mertens, C. 482
Mesquita, L.F. 258
Messer, T. 306, 351
Michael-Tsabari, N. 682
microeconomics of family business 628–67
Middle Eastern prototype of women in family
businesses 358
Mignon, S. 273
Miles, R.E. 476
Milleti, D.S. 519
Miller, D. 22, 43, 44, 46, 50, 112, 143, 146, 187,
191, 208, 268, 270, 271, 272, 274, 472, 479,
480, 555, 696, 719, 720, 721, 728, 730, 731
Miner, A.S. 1, 3–4
Mira, S. 103
Mishima Chushu 581
Mishra, C. 478
Mitchell, R.K. 514
Mitsui 572, 576
House Constitution 557–8, 558–9, 569,
586–7
Mitsui Takatoshi 572, 576
MLQ 5X leadership measure 431–2
Mogi family constitution 557
Mohr, L.B. 699
moods 740
Moore, J. 125
Moore, K. 471, 479, 697
Morck, R. 67, 543
mores as sociocultural constraints 531, 533
Morgan, B.D. 684
Morihachi 566–7
Morris, H.S. 602
Morris, M.H. 591
Mula, J. 471
Müller-Wille, L. 589–90, 594, 595, 596
Multifactor Leadership Questionnaire 427
Muñoz, M.J. 84
Nabeya 574–5
Nada Scholarship Association 578
Nahapiet, J. 214, 559, 579
Nakai family 576
Nakamura family succession 564
Naldi, L. 482, 696, 697, 712, 730
Narula, R. 700
National Family Business Survey (NFBS) 514
Nelson, S. 348
network block of organizational social capital
564–9
network capital 279–83
and Bank of East Asia 286–95
networks
and family firms 214–17, 267–8
of research authorship 19–20, 22–5, 29
Neubauer, F. 556–7, 570
Ng, Y. 667
Nguyen, T.V. 382
Nichols, M.L. 471
Nicholson, N. 747–8, 750
Nickerson, J.A. 243
Niehm, L.S. 542
Nieto, S.M.J. 161, 163, 167, 174, 175
Night Talks for Merchants (Akindo Yawaso)
571
Ninomiya Sontoku 581
Nippon Eitaigura (The Eternal Storehouse of
Japan) 572
Nishikawa family 577
Nishikawa Joken 572
Nishimura Hikobei 578
non-employers 145
non-family employees and human resource
management 374–5
non-family firms, agency problems 646–7
non-family owners 129
non-normative disruptions 517, 536–7
Nordic prototype of women in family
businesses 359
Nordqvist, M. 90, 196, 472, 747, 750
noren-wake 562–3
normative disruptions 517, 536–7
norms 211
as sociocultural constraints 531, 533
Norway, Sámi reindeer herding enterprises
588–602
Nowak, M. 87
nuclear family ownership 145
O’Hara, W.T. 556
O’Regan, N. 470
O’Reilly, C. 265, 270
O’Sullivan, S. 428–9
Ohmi merchants 575
Okamoto family 574–5
Okamuro, H. 475
Okoroafo, S.C. 682
Olivares-Mesa, A. 474
Olsen, E.O. 635, 667
Olson, D.H. 211
Olson, P.D. 508, 510, 524, 534, 535, 537, 538, 543
one-sided altruism 647–9
Organization in Action 146
organizational ambidexterity 270–73
organizational control theory 327–8
organizational identity orientation and social performance 85–6
organizational learning 493–4
organizational size, see size of firm
organizational social capital 560, 564–9, 578–80
Orth, U.R. 682
Oshikome (forced retirement), Japan 577
Ouchi, W. 580
outside directors, see independent directors
outside partners’ connections 46
outstanding child case 653
Owen, A.J. 514
owner-managers 630, 632–43
decision to leave firm 642–3
in principal–agent model 644, 659
ownership 535
and emotions 746
family involvement 145
forms of ownership 145
and governance structures 153
see also shareholders
ownership committees (family councils) 125–6, 130–31
ownership–management separation 660–63
Japanese LLFBs 574–5
ownership structure
and earnings quality 66–7
and innovation 694–712
ownership succession, see succession
Paauwe, J. 409
Paine, R. 588, 593, 594, 595, 596, 597
Pajuste, A. 161, 166, 175
Palepu, K. 40, 41, 44, 47, 48, 55
Palia, D. 67
Panasonic 581
parental altruism 631, 647–9
Park, D. 304
Parsons, T. 212
particularistic trust 220
patient financial capital 686
patriarchal norms 347–9
Patton, Q.M. 193
Pavitt, K. 700
pay, see wages
Pearson, A.W. 209, 216, 267, 468
Pelto, P.J. 589–90, 595
perceptions of family firm brands 681–3
Peredo, A.M. 592
Pérez-González, F. 67
performance
community effects 44–5, 53–4
connection effects 47, 53–5
and diversity in top management teams 303–4
and family involvement level 154
and governance 244
and human capital 246
and large shareholders 161–80
and shareholder combinations 175–9
and social capital 248–9
Peters, M. 393, 472
Peterson, R. 588
Petrick, J.A. 687
Pfeffer, J. 373
Pieper, T.M. 1, 68, 747
Pistrui, J. 455
Pittino, D. 476, 477
planning, strategic 471–2
policy
and family firm diversification 731
and small family firms, Finland 623–4
pooling firms 132–3
Poppo, L. 247
Porras, J.I. 146
Porter, M.E. 243–4, 246, 258, 476
Poutziouris, P.Z. 1, 478
Poza, E. 306, 351
Prahalad, C.K. 239, 243
Prevot, F. 475, 721, 730
primogeniture 348
principal–agent model 643–58
processes, SFBT 517–18
professional managers 659
Japan (banto) 574–5
professionalization of family firms 327–8
and innovation 696
measures of 334
and women in governance roles 330–31, 336–7, 338
profits and altruism 648–9, 651–3, 657–8
property rights distribution and family values 148–9
Putnam, R. 211, 565
R&D, see research and development
Rafferty, A.E. 433
Rahe, R.H. 531
Ramírez-Pasillas, M. 684
Randoy, T. 167
Ratcliff, R.E. 283
Ravid, S.A. 67
### Index

<table>
<thead>
<tr>
<th>Author/Title</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ravikumar, B.</td>
<td>632, 663, 664</td>
</tr>
<tr>
<td>Reay, T.</td>
<td>150</td>
</tr>
<tr>
<td>recruitment practices</td>
<td>385</td>
</tr>
<tr>
<td>Redding, G.</td>
<td>287</td>
</tr>
<tr>
<td>regulation and indigenous entrepreneurship</td>
<td>592</td>
</tr>
<tr>
<td>Reid, R.</td>
<td>480</td>
</tr>
<tr>
<td>Reid, R.S.</td>
<td>379, 380</td>
</tr>
<tr>
<td>reindeer herding enterprises</td>
<td>588–602</td>
</tr>
<tr>
<td>Reindeer Management Act</td>
<td>595</td>
</tr>
<tr>
<td>relational dimension of social capital</td>
<td>209, 218</td>
</tr>
<tr>
<td>reputation and social performance</td>
<td>85</td>
</tr>
<tr>
<td>reputational capital</td>
<td>677–91</td>
</tr>
<tr>
<td>definition</td>
<td>677, 687–8</td>
</tr>
<tr>
<td>research and development (R&amp;D)</td>
<td>701</td>
</tr>
<tr>
<td>and innovation</td>
<td>479–80</td>
</tr>
<tr>
<td>research on family business</td>
<td>1–4, 17–33</td>
</tr>
<tr>
<td>co-authorship networks</td>
<td>19–20, 22–5</td>
</tr>
<tr>
<td>content analysis</td>
<td>20–21, 25–8</td>
</tr>
<tr>
<td>individual productivity</td>
<td>19, 21–2</td>
</tr>
<tr>
<td>institutional productivity</td>
<td>19, 22</td>
</tr>
<tr>
<td>trends</td>
<td>1–4, 27–8, 510–11</td>
</tr>
<tr>
<td>resource allocation</td>
<td>268–9</td>
</tr>
<tr>
<td>resource-based view</td>
<td></td>
</tr>
<tr>
<td>and competitive strategy</td>
<td>243–4</td>
</tr>
<tr>
<td>and family business boards</td>
<td>192</td>
</tr>
<tr>
<td>and family firm professionalization</td>
<td>327</td>
</tr>
<tr>
<td>resources, Sustainable Family Business Theory</td>
<td>516–17</td>
</tr>
<tr>
<td>retirement, forced</td>
<td>577</td>
</tr>
<tr>
<td>Reynolds, P.D.</td>
<td>589, 610, 611</td>
</tr>
<tr>
<td>Riezebos, R.</td>
<td>679</td>
</tr>
<tr>
<td>Riseth, J.A.</td>
<td>594, 595, 599</td>
</tr>
<tr>
<td>risk aversion</td>
<td></td>
</tr>
<tr>
<td>and diversification</td>
<td>730</td>
</tr>
<tr>
<td>and innovation</td>
<td>697</td>
</tr>
<tr>
<td>risk management</td>
<td>268–9</td>
</tr>
<tr>
<td>Rivkin, J.W.</td>
<td>41</td>
</tr>
<tr>
<td>Robbins, D.K.</td>
<td>611</td>
</tr>
<tr>
<td>Robbins, J.</td>
<td>592</td>
</tr>
<tr>
<td>Roberts, J.</td>
<td>556</td>
</tr>
<tr>
<td>Roberts, K.H.</td>
<td>265, 273, 274, 275</td>
</tr>
<tr>
<td>Robins, F.</td>
<td>470</td>
</tr>
<tr>
<td>Roche AG 132</td>
<td></td>
</tr>
<tr>
<td>Rodriguez, M.J.P.</td>
<td>27</td>
</tr>
<tr>
<td>Rogoff, E.G.</td>
<td>508</td>
</tr>
<tr>
<td>roles and rules</td>
<td></td>
</tr>
<tr>
<td>within businesses</td>
<td>535–6</td>
</tr>
<tr>
<td>within families</td>
<td>534–5</td>
</tr>
<tr>
<td>see also gender roles</td>
<td></td>
</tr>
<tr>
<td>Romano, C.</td>
<td>478</td>
</tr>
<tr>
<td>Rongo to Soroban (Analects of Confucius and the Abacus)</td>
<td>581</td>
</tr>
<tr>
<td>Rosenberg, N.</td>
<td>701</td>
</tr>
<tr>
<td>Rosenfeld, E.S.</td>
<td>540</td>
</tr>
<tr>
<td>Rowden, R.W.</td>
<td>380</td>
</tr>
<tr>
<td>Rowe, B.R.</td>
<td>350</td>
</tr>
<tr>
<td>Rowold, J.</td>
<td>432</td>
</tr>
<tr>
<td>Rue, L.W.</td>
<td>471, 472, 530</td>
</tr>
<tr>
<td>Ruotsala, H.</td>
<td>592, 593, 594</td>
</tr>
<tr>
<td>rural product credit note (CPR)</td>
<td>253</td>
</tr>
<tr>
<td>Rutherford, M.W.</td>
<td>381, 383, 480</td>
</tr>
<tr>
<td>Saes, M.S.M.</td>
<td>242</td>
</tr>
<tr>
<td>Salanié, B.</td>
<td>643</td>
</tr>
<tr>
<td>salaries, see wages</td>
<td></td>
</tr>
<tr>
<td>Salganicoff, M.</td>
<td>348</td>
</tr>
<tr>
<td>Salvaj, E.</td>
<td>216</td>
</tr>
<tr>
<td>Salvato, C.</td>
<td>155, 197, 213, 214, 228, 237, 473, 482, 494</td>
</tr>
<tr>
<td>Sâmi reindeer herding</td>
<td>588–602</td>
</tr>
<tr>
<td>Sánchez-Marín, G.</td>
<td>481</td>
</tr>
<tr>
<td>Scheinberg, S.</td>
<td>589</td>
</tr>
<tr>
<td>Schneider Ltd</td>
<td>131–2, 137–8</td>
</tr>
<tr>
<td>Schoar, A.</td>
<td>213</td>
</tr>
<tr>
<td>Schoen, J.E.</td>
<td>539</td>
</tr>
<tr>
<td>school endowments, Japan</td>
<td>577–8</td>
</tr>
<tr>
<td>Schriesheim, C.A.</td>
<td>432, 433</td>
</tr>
<tr>
<td>Schultz, T.W.</td>
<td>244, 245</td>
</tr>
<tr>
<td>Schuman, A.</td>
<td>275</td>
</tr>
<tr>
<td>Scott, J.</td>
<td>290</td>
</tr>
<tr>
<td>secondary brand associations</td>
<td>680–81, 683</td>
</tr>
<tr>
<td>Setikamon (Essay on Household Management)</td>
<td>570</td>
</tr>
<tr>
<td>senior management, see top management teams</td>
<td></td>
</tr>
<tr>
<td>Setia-Atmaja, L.</td>
<td>478, 479</td>
</tr>
<tr>
<td>Sexton, D.L.</td>
<td>513</td>
</tr>
<tr>
<td>SFBT, see Sustainable Family Business Theory</td>
<td></td>
</tr>
<tr>
<td>Shane, S.A.</td>
<td>17</td>
</tr>
<tr>
<td>shareholders, large</td>
<td>161–80</td>
</tr>
<tr>
<td>Sharma, P.</td>
<td>22, 23, 25, 149, 190, 192, 196, 207, 213, 228, 231, 467–8, 482, 685, 743, 748, 750</td>
</tr>
<tr>
<td>Sheridan, A.</td>
<td>381</td>
</tr>
<tr>
<td>Shibusawa Eiichi</td>
<td>581</td>
</tr>
<tr>
<td>Shim, J.</td>
<td>475</td>
</tr>
<tr>
<td>Shingaku</td>
<td>570–71, 582</td>
</tr>
<tr>
<td>Shinto</td>
<td>573</td>
</tr>
<tr>
<td>Shleifer, A.</td>
<td>181</td>
</tr>
<tr>
<td>short-term business viability</td>
<td>519, 540, 541</td>
</tr>
<tr>
<td>SHRM (strategic human resource management)</td>
<td>371</td>
</tr>
</tbody>
</table>
sibling partnership stage
and emotions 755–6
Fashion House Style and Tailor Ltd 195
governance structure 187
Silva, F. 216
Simon, H.A. 245, 248, 741
Sinn, E. 286
Sirmon, D.G. 245, 246, 472, 473, 686
situated learning 453, 457, 460
Siuruainen, E. 600
size of firm
and acquisition behaviour 728–9, 729–30
and adoption of HPWS 411–13, 418–19, 420
and human resource management 373–4, 407
and impact on economy 612–13
and innovation 699
and role of women 333
Slade, P. 382
small family businesses, economic contribution 609–23
Finland 609–10, 615–23
smart child case 658
Smith, B.F. 67
Smyrnios, K.X. 25
Snow, C.C. 476
social behaviour 40–55
social capital 205–31, 247, 516, 559–61, 686
and business longevity 564–82
business social capital 528–9
and définitions 208–9, 516, 559
and entrepreneurial learning 454, 457, 460–61
family social capital 216–17, 523–6, 560, 564, 568, 686
and firm performance 248–9
and strategy choice 247–9
social contributions, LLFBs, Japan 577–8
social organizational learning 456–8, 460–61
social performance, see corporate social performance
social ratings 84, 92–3
social relations in family firms 208
social theories and entrepreneurial learning 452–4
socialization of children into family business 348
sociocultural constraints 531–2, 533
sole proprietor 145
sons, socialization into family business 348
Sorensen, R.L. 213, 428
South Korea, high-technology firms 48–55
Southern Asian prototype of women in family businesses 358
Soyu joint ownership 576
Spain 162
boards of directors and performance 109–15
shareholders and performance 168–80
Spooner, W.C. 600
spot-market relationships 242
spousal support 511, 518–19, 525, 541
staffing practices 384–91, 398
Stafford, K. 524–5, 537
stakeholder approach and glass ceiling removal 329
stakeholder perceptions of family firm brands 681–3
Stark, O. 649
start-up phase, see controlling owner stage
static model of family businesses 633–7
Steier, L. 22, 23, 25, 228–9, 543, 741
stewardship and sustainable family firms 268, 270–71
stewardship theory 208
and board of directors 68, 106–7, 109, 191–2
and family firm professionalization 327
and innovative activity 696–7
Stewart, A. 1, 3–4
Storl, I. 589
strategic brand management 680
strategic change 472–3
strategic human resource management (SHRM) 371
strategic planning 471–2
strategic thinking 470–71
strategy choice 236–60
Brazilian coffee farmers 240–42
and human capital 244–7
and social capital 247–9
strategy formulation 467–83
business-level strategies 476–7
and corporate-level strategies 473–5
functional-level strategies 477–81
structural dimension of social capital 209, 214–15
Sub-Saharan prototype of women in family businesses 360
succession 539–40, 654–8
Bank of East Asia 290–91
and family business boards 184–200
Fashion House Style and Tailor Ltd 196–7
Sámi reindeer herding enterprises 593–4
successor adoption, Japan 563–4, 565–6
and transfer of social capital 217, 228–9
Sugiura Jiroemon 578
Sullivan, A. 592
Sumitomo House Constitution 569, 577
Survey of Business Strategy (SBS), Spain 702
survivability capital 686
sustainability 264–75, 519, 540–41
definitions 266–7
Sustainable Family Business Theory (SFBT)
507–8, 510, 514, 515–21
operationlization 521–42
propositions 520–21
Suzuki Motor successor adoption 564
Suzuki Shōsan 572
Swanson, D.L. 84, 85
systemic social capital 227
systems theory 511–12
Sztompka, P. 507, 520
Szulanski, G. 494
TAA (Theory of Agency and Altruism in
Family Firms) 514
Tagiuri, R. 214, 751
Teal, E.J. 477
technical constraints 532, 534
technology resources and innovation 700
Tejima Toan 571
theories of family firms 513–14
Theory of Agency and Altruism in Family
Firms (TAA) 514
Thompson, J.D. 146
Thompson, S.S. 476	hree-circle model 125, 144
Thuriaux, B. 700
Thurik, A.R. 612
time and energy as family human capital 526–7
Tocher, N. 383
Todd, E. 148
Toi-mondo (City and Country Dialogues) 570
Toivonen, J. 609, 622
Tokarczyk, J. 267
Tokugawa era philosophies 572–3
Tomoecho Sunaba 563
top management teams
and adoption of managerial mechanisms 326–7
and entrepreneurial learning 458
women’s involvement 301–19
Tourunen, K. 609, 614, 615, 621, 622
training and development 391–4, 398
transactional leadership 426–7
transformational leadership 426
women 351
Trent, E.S. 555, 556
Tribó, J.A. 166
Trostel, A.O. 471
trust 218–22, 524
Tsai, W. 222
Tsang, E. 498
Tucker, V. 599–600
Tuisku, T. 600
tuistic trust 219, 220–21
Turi, J.M. 590, 593, 594, 599
turnover, family businesses, Finland 621
Tushman, M.L. 265, 270
two-sided altruism 649–53
Ublaner, L.M. 380
Ullman, A. 84
Unified Systems Perspective 514
Uphoff, N. 209, 222–3
Upton, N. 471, 472, 475, 476, 481
Uzzi, B. 206, 224, 247, 260
Vallejo, M.C. 211–12, 396, 427–8, 437–8
value added by family businesses, Finland 618,
621
value adding programme, reindeer herding 600–601
values 147–51, 210–14
sustainable family firms 267
Van Auken, H. 517
Van den Heuval, J. 746–7
Van Gils, A. 476
Van Reenen, J. 348
Van Stel, A. 611
Vancil, R.F. 115
Vassolo, R.S. 257
Vera, C.F. 338, 346
versatility and firm longevity 565–7
viability 519, 540, 541
Vilaseca, A. 478
Villalonga, B. 67–8, 162
Vinturella, J.B. 349
Vishny, R.W. 181
Visintin, F. 476, 477
Voordecker, W. 104
wages
and altruism 648, 651–2, 656–7
managers 394, 480–81
of owner-manager 630
women 350
Walker, G. 247
Ward, J.L. 150, 184, 185, 195, 196, 197, 210,
213, 269, 472, 517, 536
Warfield, T. 66
Wartick, S.L. 83–4
Way, S.A. 409, 413
Webb, J.W. 211
Weber, J. 535
Weber, M. 213
Weber, W.A. 592
Weick, K.E. 265, 273, 274, 275
Weidenbaum, M. 493, 499
Weigand, J. 163

Kosmas X. Smyrnios, Panikkos Z. Poutziouris and Sanjay Goel - 9781781009383
Downloaded from Elgar Online at 01/28/2019 11:57:13AM
via free access
Index

Weisbach, M.S. 87, 103, 115, 197
Weisz, N. 257
well-being of family 540
Wells, M.T. 22
Welsch, J.H.M. 480
Werbel, J. 517
Westhead, P. 25, 415
Whetten, D.A. 142, 150
Whitaker, I. 589, 590, 593, 595, 596, 600
White, G. 66
Whiteside, M.F. 742
Williams, M.L. 45, 237, 268, 522, 685
Williamson, I.O. 388
Williamson, O.E. 242, 243, 245, 247, 280
Wolfenzon, D. 181
women in family firms 346–61
conditions for engagement 353–60
cultural prototypes 357–60
and firm professionalization 330–31, 336–7, 338
and the glass ceiling 323–40
governance and managerial roles 301–19, 335–6, 337–8
leadership styles 303, 305–6, 326, 351–2
roles 325–6, 347–8, 349–50
Wong, T.L. 67
Wood, D.J. 82, 83, 84
Wooldridge, B. 695
work effort
and altruism 647, 648, 649–52
and succession commitment 654–8
worker in principal–agent model 644–5
working for family firms, perceptions 682
Wortman, M.S. 750
Wrightson, J. 600
Wu, X.G. 492
Yamasa Soy Sauce 578
Yasuda family 576
Yasuoka, S. 576
Yeung, B. 543
Yin, R.K. 192
Yui, T. 556
Zack, M. 497
Zahra, S.A. 23, 25, 271, 473, 697
Zander, U. 494
Zeitlin, M. 283
Zeller, R.A. 705
Zellweger, T. 213, 478, 720, 747, 748
Zenger, T. 247
Zohiko 578