Index

Ahlstrom, D. 9, 24
Aldrich, H.E. 10, 93, 94, 107, 108
Alvarez, S.A. 93, 94, 102
Alvesson, M. 11
Anderson, A.R. 7
animal feed industry see Dawu Group
Arikan, A.M. 125
Arregle, J.L. 22, 94, 103, 107
ASEAN countries 8
Asia Pacific Building Corporation (APBC) 112–23
continuity for 120–21
diversification and expansion 113–14
leadership of 120
and risk-taking 119–20
see also Deague family; learning entrepreneurship by osmosis
Asia Pacific region, family business in 2–9
see also Australia; China; India;
STEP
Asian financial crisis 8, 28, 175
Astrachan, J.H. 3, 94, 107, 108
Au, K. 7, 14, 15, 24, 27
Australia 2–4, 6
concept of management rights in 125–7
emerging themes for 16
family businesses in 2–4: challenges for 3; contribution to economy 3; entrepreneurial drive/mindset of 4; founders of 3; survival of 4
family names in 3–4
see also Asia Pacific Building Corporation (APBC); Base Development Corporation (BDC); Dennis Family Corporation; Sands Management Group (SMG)
Australian Bureau of Statistics (ABS) Business Longitudinal Survey 2
Automatic Manufacturing Limited (AML) 13, 21, 22–3, 27–39
autonomy in 32–3
case overview of 25
co-founders of 25
competitive philosophy of 30, 32
corporate structure of 31
development of 28–30
establishes Automatic Manufacturing Limited University 30
expands into mainland China 29–30
learning culture of 32
and spin-offs by incoming generation 33–5
top management team of 25, 26
transgenerational entrepreneurship potential and future challenges for 34–6
see also China, Greater; East Asian economies; Hong Kong; Mok family
autonomy, family 118, 130
Babson College (Boston, USA) 1
Barney, J.B. 93–4, 102, 125, 138
Barrett, M. 3, 150, 162
Base Group Development (BGD) 151–63
foundation generation of 152–3: see also Battaglia, Stefan; Battaglia family
and learning observations 162
second generation (Bruno and Mick Battaglia) enter 154–5
subsidiaries of 151
see also Battaglia family
Battaglia family 13–14, 150–63
business decision-making 160
entrepreneurship 155–6
innovation 156–7
leadership 158–9
networks 159–60
proactiveness 157
relationships 160–62
risk-taking 157
Battaglia, Stefan 152–6

Beard, D.W. 81, 105
Belcher family 14, 124–36
see also Sands Management Group
Belcher, John and Jane 124, 126, 127, 129–30, 131–2, 134
Bettis, R. 23, 29
Boisot, M. 93, 94
Carlock, R. 23, 35
Carney, M. 8, 9
Carson, S.J. 57
Carter, S. 22, 23
Chen family (Menshy Battery) 14–15, 76–92
Chen Zaixi – founder of Menshy Group 77–8
culture and background of 77–8
and lead acid battery industry 78–80
see also Menshy Battery
Chesbrough, H. 21, 24
Child, J. 60
China, Greater 2, 6–9, 13, 14–15
constraints for transgenerational entrepreneurship in 41–5:
preserving entrepreneurial spirit across generations 41; wealth dissipation 41
family businesses in 7–9:
communication issues for 9, 17;
professionalization issue for 8–9
health products industry in 45
Open Door policy of 8, 27–8
see also Hong Kong; Lee Kum Kee Corp. Ltd (HK); Taiwan
Claessens, S. 8, 22
Cliff, J.E. 10, 94, 107, 108
construction industry see Asia-Pacific Building Corporation (APBC)
Covin, J.G. 125
Craig, J. 13, 14, 23
Crisman, J.J. 9
Cruz, C. 10
Dana, L. 2–3, 4
Dawu Group 60–75
and community relationships 69–70
Confucianism and corporate citizenship culture of 62
and Dawu Middle School 61
entrepreneurial orientation of 70–75:
and experiential learning 74–5;
as individualized product 72–3;
as institutionalized product 70–72
and influence of governmental control and intervention 66–9
innovative governance of 64–6
knowledge, skills and training in 63–4
leadership in 62–3
see also Sun Dawu; Sun family
Deague, David 111–12, 114–22
Deague II, William 112, 116–17, 120, 121
Deague family 13, 111–23
continuity of 120–21
relationships 121
see also learning entrepreneurship through osmosis
decision-making
family 103–4, 120, 133
family business 160
definition(s) of
act of entrepreneurship 76
competitive aggressiveness 83
entrepreneurship 93, 177
family business 2
innovativeness 83
private lending 69
Dennis, Bert 137–44
Dennis Family Corporation (DFC) 14,
137–49
early history of 138–40
and family entrepreneurship 140–47
future for 147–8
learning observations drawn from 148–9
Dennis, Grant 140, 144–5, 147–8
Dess, G.G. 49, 76, 81, 82, 83, 105, 112, 125, 138, 150

Kavil Ramachandran - 9780857938152
Downloaded from Elgar Online at 04/17/2019 06:39:30PM
via free access

M2725 - AU TEXT.indd   192
24/08/2011   10:06
East Asian economies (and) 8, 22–4
family angels 24
family portfolio entrepreneurship 22–3
innovation in family business 23–4
research and theoretical background 22–4
Eddleston, K.A. 9, 10, 94, 107, 108
Eisenhardt, K.M. 9
entrepreneurial orientation (EO) 10, 14, 70–75, 76, 80–89, 90, 112, 125, 138, 150
as individualized product 72–3
as institutionalized product 70–72
learning observations 122, 134–5, 148, 162
entrepreneurship 54, 57–8, 60, 72–3, 76–7, 155–6
concept of constant 50, 52
corporate definition of 76, 93
and entrepreneurial orientation (EO) 80–89
fundamental qualities of 5
incremental 14, 137–49
learning see learning entrepreneurship through osmosis
portfolio/family portfolio 22–3, 36–7
see also transgenerational entrepreneurship
EO see entrepreneurial orientation (EO)
Erikson, T. 21, 24
experiential learning 74–5, 111–12, 115, 117, 122
family networks 159–60
family-embeddedness 94–5, 101, 103
Fan, J.P.H. 8
Fei, X. 82
Fukuyama, F. 41, 103
Gartner, W.B. 9, 70
Gedajlovic, E. 8, 9
Gersick, K.E. 9, 107
Ghoshal, S. 56
GMR Group 15–16, 164–81
awards for/success of 179–80
company and businesses 164–7
core family and business values of 176–9: acceptance of ambiguity 178; development of next generation 178; failure as opportunity 178; risk management/risk-taking 177–8; use of resources 179
family background to 167–8
growth factors for 172–6: corporate social responsibility (CSR) initiatives 176; family fund 175–6; family governance 173–5; opportunity identification 172–3; role clarity 173
structure of 169–71
written constitution for 174
see also Rao, G.M.; Rao family
Gómez-Meija, L.R. 103, 107
Goodstadt, L.F. 27
governance corporate 8, 15, 22, 25, 58, 99, 169
family 6, 9, 15, 17, 40, 43–4, 52–8, 121, 134, 147, 162, 173–6, 180, 189: see also Lee Kum Kee Corp. Ltd (HK)
Habbershon, T.G. 9, 10, 55, 125, 138
Hall, A. 9
Hambrick, D.C. 77, 88
Hamilton, G.G. 103
Han, Pi-Hsiang 93–4, 96–7, 106
Han family 15, 93–110
see also Jong-Shyn Shipbuilding Company; Taiwan
Hitt, M.A. 4
Hong Kong 2, 7, 8, 15
economic effect of Open Door Policy on 28
original equipment manufacturing and lack of high technology in 27–8
see also China, Greater; Lee Kum Kee Corp. Ltd (HK); Mok Family
house renovations see Dennis Family Corporation (DFC)
Hoy, F. 4
Hsu, T.C. 95, 106
Hughes, S. 8

incremental entrepreneurship 137–49
see also Dennis Family Corporation (DFC)

India 2, 13
family businesses in 4–6: challenge of professionalism for 5–6;
growth and survival of 5–6
family names in 4
see also GMR Group; Shakti Group

Infinitus China Ltd see Southern LKK
infrastructure industry see GMR Group
innovation 47–50, 52, 70, 89, 93–4, 103, 112, 115, 121–2, 118–19, 130–31, 156–7
in family business 118–19, 156–7
see also Automatic Manufacturing Ltd (AML)

Irava, W. 4, 13

Jade Yacht Shipbuilding 96
James, H. 107
Jha, R. 15
Jong-Shyn Shipbuilding Company 93–110
business model for 96
disadvantages and future for 106–7: customer development in the yacht market 107; service model 106
family involvement and entrepreneurial rent, case analysis of 101–5
founding of 95–6
sales of 96–7
theoretical background and analysis of case of 93–5
see also Han family; Taiwan

Kellermans, F.W. 9, 94, 107, 108
Kirtania, A. 5
Kolb, D.A. 74, 111
Kotey, B. 3
Kwan, H.K. 24

Lansberg, I. 9
Lau, S.K. 7, 8
Le Breton-Miller, I. 4, 23, 107
lead acid battery industry see Menshy Battery
leadership 8–9, 23, 32–3, 37, 50, 52, 55, 64–5, 89–91, 99, 119–20, 154, 158–9
auto-pilot model of 48, 58
development 176, 180
divided/joint 41, 45, 132
familiness factor in 62–3
learning entrepreneurship through osmosis 13, 111–23
case overview for 112–14: see also Asia Pacific Building Corporation (APBC)
thetheoretical background to 114–20:
see also Deague family
see also learning observations
learning observations EO 122, 134–5
RBV transgenerational entrepreneurship 122, 135
Lee, J. 8, 23
Lee family 41–57
Lee Kum Kee Corp. Ltd (HK) 13, 15, 40–49
auto-pilot leadership model of 48
and condiments/seasoning industry 744
entrepreneurial orientation of 49–52
family governance in 52–5
future for 57–8
Health Products Group 43
invests in mainland China 44
Lee Kum Sang, founder of 41–2, 46
Oyster Oil Workshop/oyster oil 40–42, 43, 46, 47, 58
Sauces Group 43, 44, 47, 57
Southern LKK see main entry
transgenerational entrepreneurship through generations in 45–9, 55, 57
see also Lee family
Lee, Man Tat 42–3, 46–7, 50, 52, 53–4
Lee, Sammy 43, 48, 49–50, 54–5
Li, H. 8, 15, 23
Lumpkin, G.T. 49, 76, 82, 83, 112, 125, 138, 150
Index

Mahoney, J.T. 112, 150
management rights industry see Sands Management Group
manufacturing services see Automatic Manufacturing Limited (AML)
Martin, J.A. 9
Mason, P.A. 77, 88
Matterson, H. 3
Menshy Battery 76–92
CEO backgrounds and changes in entrepreneurship and EO 87–90
CEO succession 83–4
entrepreneurship and EO before and after CEO succession 80–87
entrepreneurship and EO changes within 76–7
as niche market for lead acid batteries 79–80
see also Chen family
Meyer, K.E. 7, 88
Miller, D. 4, 23, 107, 112, 125, 150
Mitchell, R.K. 124
Mok family 13, 15, 21–39
see also Automatic Manufacturing Limited (AML)
Mok, John 13, 25, 26, 27, 28–9, 32, 36
and Hong Kong Medical and Healthcare Devices Industry Association 25
receives Director of the Year award (2005) 25
Mok, William 13, 25, 26, 27, 34
Moores, K. 2, 3, 13, 23, 150, 162
Morck, R. 3
Morris, M. 14
Mula, J. 2, 3
Nahapiet, J. 56
Naldi, L. 9
Nordqvist, M. 10, 21, 22, 36
Ocasio, W. 77
Olds, K. 9
oyster oil see Lee Kum Kee Corp.Ltd (HK)
Pandian, J.R. 112, 150
Penrose, E.T. 56, 88
Peteraf, M.A. 112, 150
Petty, W. 24
Pfeffer, J. 105
Pistrui, J. 9, 10
Plate, M. 23
Poole, M.S. 105
Poza, E.J. 9, 23
Prahalad, C.K. 23, 29
proactiveness 30, 49, 70, 76, 81–2, 86–9, 103, 116, 132, 157, 164–5, 180
see also risk-taking
property development see Base Group Development (BGD)
Ram, M. 22, 23
Ramachandran, K. 5, 15, 16, 172
Rao family 13, 164–81
core family and business values of 176–9
entrepreneurship 171–9
governance model/written constitution for GMR group 172–5
see also GMR Group
Rao, G.M. 15–16, 164–5, 167–9, 171–6, 179–81
as founder of GMR Group 164
Redding, S.G. 8, 22, 24, 28, 41
Reeb, D.M. 7
research (on)
family businesses 8
family entrepreneurship 94–5
resource-based view (RBV) concept 10, 14, 112, 125, 134, 138, 150
learning observations 122, 135, 148–9, 162
risk management 177–8, 180
risk-taking 34, 49, 76, 82, 86–9, 102, 103, 116, 119, 131–2, 157
Salancik, G.R. 105
Sands Management Group 125–36
case overview for 125–9
and family: autonomy 130; decision-making 133; entrepreneurship 129–30; innovation 130–31; leadership 132; proactiveness 132; risk-taking 131–2; values 133
future for 134
learning observations from 134–5
see also Belcher family
Schulze, W.S. 41, 57
Schumpeter, J.A. 5
Schwass, J. 4
serial entrepreneurship see GMR Group
Shakti family 182–9
Mohan 183, 185, 187
Naresh 182–4, 186–9
Shakti Group 16, 182–9
development of family governance 189
discord 183, 187–8
diversification of 188–9
formation of Bhojan Agency 183
formation of Shakti Health Care Private Ltd 188
founding of Bhojan Products Private Ltd (BBPL) 184
freezing of Bhojan brand name 187
second generation joins 184–6
Shree Biomedicals Private Ltd (SBPL) 186
Shree Technology Private Ltd (STPL) 186
see also Shakti family
Shanker, M.C. 3
Shepherd, D.A. 22
shipbuilding see Jong-Shyn Shipbuilding Company
Siegier, P. 21, 22
Silva, J. 24
Sirmon, D.G. 4
Sköldberg, K. 11
Slevin, D.P. 125
Smyrnios, K.X. 2–3, 4
Southern LKK 47–9, 58
health products 43, 45, 47–8
renamed Infinitus China Ltd 43
Steier, L.P. 22
STEP
Asia Pacific cases: emerging themes 13–19
Asia Pacific founding partners 1
methodology 10–13
model 101
research project 1–2, 10, 21, 60
research theoretical frames 9–10
Suchman, M.C. 124
Successful Transgenerational Entrepreneurship Practices (STEP) see STEP
Sun Dawu: founder of Dawu Group 61–4, 67–8, 70, 72–5
imprisonment of 61, 69, 73–4
personal values of 62, 68, 72–3
Sun family (Dawu Group) 13, 60–75 see also Dawu Group; Sun Dawu
surveys/studies
Business Longitudinal Survey (BLS) (ABS 1997) 2
overall wealth of Australian family businesses 2
Taiwan 2, 7, 8
ship-building industry in 95–7 see also Battalgia family; China, Greater; Han family
Timmons, J.A. 10
transgenerational entrepreneurship 10–11, 15, 33, 34–6, 40, 45–9, 55–7, 58, 75
learning observations 122, 135
Upton, N. 24
Van de Ven, A.H. 105
venture capitalism/capitalists 24, 175
Vesper, T.G. 4
Walker, R.H. 2
Ward, J.L. 23, 35, 94
Weidenbaum, M.L. 8, 103
Wernerfelt, B. 112, 125, 138, 150
Whyte, M.K. 22
Wilkund, J. 22
Williams, M.L. 55, 125, 138
Wong, S.L. 8
Wortman, M.S. 9
Yeh, K.S. 15
Yeung, B. 3
Yeung, H.W.C. 9
Zahra, S.A. 9, 10, 94, 107–8
Zeitz, G.Z. 124, 125
Zellweger, T. 10
Zimmerman, M. 124, 125