
Index

Titles of publications are shown in *italics*.

- Aaker, D.A. 680
Abbott, S. 43
Abdellatif, 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
Akindo 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
Amoako-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.C. 168, 213, 475, 478, 479, 535,
 543, 695, 721, 729–30
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
 Beck, T. 612
 Becker, G.S. 244, 245, 513
 Bednarzik, R.W. 611
 Beehr, T. 43, 396
bekke 562, 563
 Bellah, R. 556, 570
 Bennedsen, M. 181
 Berkley, R.A. 388
 Berle, A. 162
 Bernheim, D. 649
 Bertrand, M. 213
 Bhattacharya, U. 632, 639, 663, 664
 Birdi, K. 373
 Birkinshaw, J. 272
 Bjørklund, 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
 Blumentritt, 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
 Bowley, 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, 525
 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
 Buhalis, 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
 Carmines, E.G. 705
 Carney, M. 268, 408, 721
 Carrasco-Hernandez, A. 481
 Carree, M.A. 612
 Carrigan, M. 682
 Carroll, A.B. 83
 Carroll, M. 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

- 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
- competential 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

- 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
- daughters, 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
- Dybbroe, 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 evolvment (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
 Eythórsson, 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

- 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
 Fiegenger, 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

- governance roles of women 301–19
 and glass ceiling 329–30, 335–6, 338
 and professionalization of family firms
 330–31, 336–7, 338
- Govindarajan, V. 50
- Goyu* joint ownership 576
- Granovetter, M. 216
- Green, M.T. 682
- Greenberger, D.B. 513
- Greene, P.G. 695
- Greenwood, R. 142, 143, 147, 514, 666
- Griff, C. 290
- Griffin, M.A. 433
- Griliches, Z. 694
- grooming of female family members 306
- growth and firm control 639–43
- guanxi* (Chinese informal networks) 493,
 499–500
- Gudmundson, D. 271, 389
- Gudmunson, C.G. 525
- Gupta, A.K. 50
- Gupta, V. 357–60
- Guzzo, R. 43
- Habbershon, T.G. 45, 207, 237, 267, 268, 271,
 455, 522, 685
- Habermas, J. 220
- Hagelin, N. 475, 479
- Hall, A. 90, 272, 429, 473, 536
- Hamaguchi Goryo 578
- Hamilton, G.G. 287
- Hampton, M.C. 347
- Handler, W.C. 392, 539
- Handy, J.L. 184, 197, 536
- Hannan, T.H. 630, 631
- Harrington, B. 248
- Harris, R. 395, 480
- Hartenian, L. 389
- Harvey, M. 478, 539
- Hatch, N.W. 245
- Hausdorf, P.A. 389
- Haynes, G.W. 530
- Hayton, J.C. 380
- Hazama family 577–8
- Heck, R.K.Z. 23, 508, 535, 536, 543
- Heinitz, K. 432
- Heinonen, J. 609, 622
- Helander, E. 591, 593, 594, 595
- Heneman, H.G. 388
- Heneman, R.L. 379
- Hermalin, B.E. 103, 115, 197
- Heyden, L. 227
- hidden champions 555
- high-performance work systems (HPWS)
 406–21
- high reliability organizations (HROs) 273–5
- Hindle, 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
- Honma house 577
- Horide, 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
- Hozensha 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
- ie* (household unit, Japan) 561–4
- IFERA (International Family Enterprise
 Research Association) 1
- Ihara Saikaku 572

- 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/outsider 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-Bertín, 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, 290, 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
Kirschenheiter, 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

- 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
 Kuratko, 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 Breton-Miller, I. 43, 46, 50, 146, 187, 191,
 208, 270, 272, 274, 472, 555, 696
 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 532, 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
 Levenburg, 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
 López 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
 Mahéroul, L. 478
 Maitlis, 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

- 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
 Mileti, 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
 Moores, 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
 Nelton, 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
 Randøy, T. 167
 Ratcliff, R.E. 283
 Ravid, S.A. 67

- Ravikumar, B. 632, 663, 664
 Reay, T. 150
 recruitment practices 385
 Redding, G. 287
 Reeb, D.M. 168, 213, 475, 478, 535, 543, 695, 721, 729–30
 regulation and indigenous entrepreneurship 592
 Reid, R. 480
 Reid, R.S. 379, 380
 reindeer herding enterprises 588–602
 Reindeer Management Act 595
 relational dimension of social capital 209, 218
 reputation and social performance 85
 reputational capital 677–91
 definition 677, 687–8
 research and development (R&D)
 and innovation 701
 strategies 479–80
 research on family business 1–4, 17–33
 co-authorship networks 19–20, 22–5
 content analysis 20–21, 25–8
 individual productivity 19, 21–2
 institutional productivity 19, 22
 trends 1–4, 27–8, 510–11
 resource allocation 268–9
 resource-based view
 and competitive strategy 243–4
 and family business boards 192
 and family firm professionalization 327
 resources, Sustainable Family Business Theory 516–17
 retirement, forced 577
 Reynolds, P.D. 589, 610, 611
 Riezebos, R. 679
 Riseth, J.Å. 594, 595, 599
 risk aversion
 and diversification 730
 and innovation 697
 risk management 268–9
 Rivkin, J.W. 41
 Robbins, D.K. 611
 Robbins, J. 592
 Roberts, J. 556
 Roberts, K.H. 265, 273, 274, 275
 Robins, F. 470
 Roche AG 132
 Rodriguez, M.J.P. 27
 Rogoff, E.G. 508
 roles and rules
 within businesses 535–6
 within families 534–5
see also gender roles
 Romano, C. 478
 Rongo to Soroban (*Analects of Confucius and the Abacus*) 581
 Rosenberg, N. 701
 Rosenfeld, E.S. 540
 Rowden, R.W. 380
 Rowe, B.R. 350
 Rowold, J. 432
 Rue, L.W. 471, 472, 530
 Ruotsala, H. 592, 593, 594
 rural product credit note (CPR) 253
 Rutherford, M.W. 381, 383, 480
 Saes, M.S.M. 242
 Salanié, B. 643
 salaries, *see* wages
 Salganicoff, M. 348
 Salvaj, E. 216
 Salvato, C. 155, 197, 213, 214, 228, 237, 473, 482, 494
 Sámi reindeer herding 588–602
 Sánchez-Marín, G. 481
 Scheinberg, S. 589
 Schneider Ltd 131–2, 137–8
 Schoar, A. 213
 Schoen, J.E. 539
 school endowments, Japan 577–8
 Schriesheim, C.A. 432, 433
 Schultz, T.W. 244, 245
 Schulze, W.S. 25, 106, 108, 135, 191, 308, 631, 731
 Schuman, A. 275
 Scott, J. 290
 secondary brand associations 680–81, 683
Seikamon (Essay on Household Management) 570
 senior management, *see* top management teams
 Setia-Atmaja, L. 478, 479
 Sexton, D.L. 513
 SFBT, *see* Sustainable Family Business Theory
 Shane, S.A. 17
 shareholders, large 161–80
 Sharma, P. 22, 23, 25, 149, 190, 192, 196, 207, 213, 228, 231, 467–8, 482, 685, 743, 748, 750
 Sheridan, A. 381
 Shibusawa Eiichi 581
 Shim, J. 475
Shingaku 570–71, 582
 Shinto 573
 Shleifer, A. 181
 short-term business viability 519, 540, 541
 SHRM (strategic human resource management) 371

- 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
 - definitions 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
- Sorenson, 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
- Storli, 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
 - 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
 operationalization 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
- three-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. 535, 536
- 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
- Uhlaner, 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
- Voordeckers, 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

- Weisbach, M.S. 87, 103, 115, 197
 Weisz, N. 257
 well-being of family 540
 Wells, M.T. 22
 Welsh, 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

