

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 71
 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. 60
- Busenitz, L.W. 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

- 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 35
 definition of 76, 93
 and entrepreneurial orientation (EO) 80–89
 family 6, 9–11, 21, 54–5, 80–87, 93–5, 101, 104–8, 114–18, 129–30, 140–47, 171–9
 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
- Kellermanns, 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)
 theoretical 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

- 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
 Sieger, 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

