

The SAGE Handbook of  
**Family Business**

Edited by  
Leif Melin, Mattias Nordqvist  
and Pramodita Sharma

**USAGE**

Los Angeles | London | New Delhi  
Singapore | Washington DC

# Contents

|   |            |
|---|------------|
| Notes on Editors and Contributors   | ix         |
| 1 Introduction: Scope, Evolution and Future of Family Business Studies<br><i>Pramodita Sharma, Leif Melin and Mattias Nordqvist</i>                       | 1          |
| <b>PART I THEORETICAL PERSPECTIVES IN FAMILY BUSINESS STUDIES</b>   | <b>23</b>  |
| 2 Theories from Family Science: A Review and Roadmap for Family Business Research<br><i>Jennifer E. Jennings, Rhonda S. Breitreuz and Albert E. James</i> | 25         |
| 3 Theories from Family Psychology and Family Therapy<br><i>Arist von Schlippe and Klaus A. Schneewind</i>   | 47         |
| 4 The Anthropology of Family Business: An Imagined Ideal<br><i>Alex Stewart</i>   | 66         |
| 5 Sociological Theories Applied to Family Businesses<br><i>Martha Martinez and Howard Aldrich</i>   | 83         |
| 6 Economic Theories of Family Firms<br><i>Prashant P. Shukla, Michael Carney and Eric Gedajlovic</i>  | 100        |
| 7 Evolutionary Theory: A New Synthesis for Family Business Thought and Research<br><i>Nigel Nicholson</i>   | 119        |
| 8 Family Business Inquiry as a Critical Social Science<br><i>Denise Fletcher</i>  | 137        |
| <b>PART II MAJOR ISSUES IN FAMILY BUSINESS STUDIES</b>  | <b>155</b> |
| 9 Financial Performance of Family Firms<br><i>Raphael Amit and Belen Villalonga</i>   | 157        |

|   |   |     |
|---|---|-----|
| 10  | Family-controlled Firms and Stakeholder Management:<br>A Socioemotional Wealth Preservation Perspective * | 179 |
|   | <i>Pascual Berrone, Cristina Cruz and Luis R. Gomez-Mejia</i>   |     |
| 11  | Governing the Family Enterprise: Practices, Performance<br>and Research                                   | 196 |
|   | <i>Kelin E. Gersick and Neus Feliu</i>  |     |
| 12  | Governance in Family Firms: A Review and Research Agenda  | 226 |
|   | <i>Sanjay Goel, Iiro Jussila and Tuuli Ikaheimonen</i>  |     |
| 13  | Management Succession in Family Business  | 249 |
|   | <i>Rebecca G. Long and James J. Chrisman</i>  |     |
| 14  | Business History and Family Firms   | 269 |
|   | <i>Andrea Colli and Paloma Fernandez Perez</i>  |     |
| PART III ENTREPRENEURIAL AND MANAGERIAL<br>ASPECTS IN FAMILY BUSINESS STUDIES |   | 293 |
| 15  | Strategic Content and Process in Family Business  | 295 |
|   | <i>Carlo Salvato and Guido Corbetta</i>   |     |
| 16  | Resource-based View of Family Firms   | 321 |
|   | <i>Sabine B. Rau</i>  |     |
| 17  | Corporate Entrepreneurship in Family Businesses:<br>Past Contributions and Future Opportunities           | 340 |
|   | <i>Alexander McKelvie, Aaron F. McKenny, G.T. Lumpkin<br/>and Jeremy C. Short</i>                         |     |
| 18  | Habitual and Portfolio Entrepreneurship and the Family in Business  | 364 |
|   | <i>Peter Rosa, Carole Howorth and Allan Discua Cruz</i>   |     |
| 19  | Accountability and Stewardship of Family Business Entities  | 383 |
|   | <i>Keith Duncan and Ken Moores</i>  |     |
| 20  | Internationalization of Family Firms  | 403 |
|   | <i>Zulima Fernandez and Maria Jesus Nieto</i>   |     |
| 21  | Marketing from a Family Business Perspective  | 423 |
|   | <i>Anna Blomback and Justin Craig</i>   |     |

|   |   |     |
|---|---|-----|
| 22  | Family Firms and Social Innovation: Cultivating prganizational Embeddedness<br><i>Shaker A. Zahra, Rania La.ba.ki, Sondos G. Abdel Gawad and Salvatore Sciascia</i> | 442 |
| PART IV BEHAVIORAL AND ORGANIZATIONAL ASPECTS<br>IN FAMILY BUSINESS STUDIES |   | 461 |
| 23  | Values in Family Business<br><i>Ritch L. Sorenson</i>   | 463 |
| 24  | Organizational Identity and Family Business<br><i>David Whetten, Peter Foreman and W. Gibb Dyer</i>   | 480 |
| 25  | Trust and Family Businesses<br><i>Lloyd Steier and Miriam Muethel</i>   | 498 |
| 26  | Conflicts in Family Firms: The Good and the Bad<br><i>D'Lisa McKee, Timothy M. Madden, Franz W. Kellermanns and Kimberly A. Eddleston</i>                           | 514 |
| 27  | Emotions in Family Firms<br><i>Ethel Brundin and Charmine E.J. Hartel</i>   | 529 |
| PART V METHODS IN USE IN FAMILY BUSINESS STUDIES                            |   | 549 |
| 28  | Scales in Family Business Studies<br><i>Allison W. Pearson, Daniel T. Holt and Jon C. Carr</i>  | 551 |
| 29  | Qualitative Methods in Family Business Research<br><i>Trish Reay and Zhen Zhang</i>   | 573 |
| 30  | Multilevel Analysis in Family Business Studies<br><i>Aaron F. McKenny, G. Tyge Payne, Miles A. Zachary and Jeremy C. Short</i>                                      | 594 |
| PART VI THE FUTURE OF THE FIELD OF FAMILY<br>BUSINESS STUDIES               |   | 609 |
| 31  | The Future of Family Business Research Through<br>the Family Scientist's Lens<br><i>Sharon M. Danes</i>   | 611 |

|    |   |     |
|----|---|-----|
| 32 | Entrepreneurial Venturing for Family Business Research<br><i>Frank Hoy</i>  | 620 |
| 33 | A Look into the Future: What is the Next Generation of Family<br>Business Scholars Focusing on?<br><i>Alexandra Dawson</i>                        | 629 |
| 34 | Developing the Field of Family Business Research: Legitimization,<br>Theory and Distinctiveness<br><i>David G. Sirmon</i>                         | 642 |
| 35 | Toward a Paradox Perspective of Family Firms: The Moderating<br>Role of Collective Mindfulness in Controlling Families<br><i>Thomas Zellweger</i> | 648 |
|    | Index   | 656 |