



Universidad
de Navarra

Family Business
Guía docente 2025-26

PRESENTATION

Course description:

The Family Business course aims to provide students with an in-depth understanding of the distinctive characteristics, challenges and opportunities faced by family businesses. Key aspects such as succession, corporate governance, professionalization and family dynamics in the business context will be addressed.

Type of course:

- Mandatory course (Asignatura Optativa de Perfil) for ADE + General Management.
 - Módulo 7. Optativas
 - Materia 7.2. Optativas específicas

Subject: General Management / Dirección de Empresas

ECTS: 3

Year: 2nd year, Course 2025-2026

Semestre: Second Semester

Language: English

Instructor: Alvaro Bañón (Abanon@unav.es)

Classes: Tuesdays 15:00 Central Building Classroom 31

Course schedule: <https://www.unav.edu/web/facultad-de-ciencias-economicas-y-empresariales/estudiantes/horarios>

LEARNING OUTCOMES (Competencies)

SSOP7. Analyze the current trends in goal and/or strategy setting within a company.

SSOP8. Develop objectives, strategies and/or projects in production, logistics or marketing.

SSOP9. Identify new trends in marketing, operations and/or business models.

SSOP10. Create practical cases that describe a company's strategy and the key factors of business competitiveness.



SSOP11. Master project management and process analysis methodologies, as they are basic tools to take decisions in a company

PROGRAM

1. Introduction to the family business

- Definition and distinctive features.
- Economic and social importance.

2. Corporate Governance in the Family Business

- Governing bodies: family council, board of directors.
- Functions and responsibilities.

3. Succession and continuity

- Succession planning.
- Generational challenges.

4. Professionalization of the Family Business

- Incorporation of external professionals.
- Training and development of family members.

EDUCATIONAL ACTIVITIES

- Theoretical classes: Presentation of fundamental concepts.
- Case studies: Analysis of real situations of family businesses.
- Expert lectures: Family business owners will share their experiences first hand.
- Group work: Development of collaborative projects.

EVALUATION

Ordinary call

The grade will be calculated as follows:

- Participation in classes and discussions: 20%.
- Practical cases: 40%.
- Final exam: 40%.



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- This final exam will consist in the presentation of the final exam
- 20% of the grade will consist on the PDF uploaded (same grade all the members)
- 20% of the grade will come from the individual performance

A minimum grade of 5 on the final exam is required to pass the course.

Extraordinary call

The grade will be calculated as follows:

- Individual project: 50%.
- Final exam: 50%.

A minimum grade of 5 on the final exam is required to pass the course.

OFFICE HOURS

Prof. Alvaro Banon Irujo (abanon@unav.es)

Despacho 2300 Edificio Amigos

BIBLIOGRAPHY

Basic bibliography:

- Gallo, M. A. (2008). The family business: dynamics, balance and consolidation. Deusto Editions.
- Ward, J. L. (2004). Perpetuating the Family Business: 50 Lessons Learned from Long-Lasting, Successful Families in Business. Palgrave Macmillan.

Complementary bibliography:

- Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). Generation to Generation: Life Cycles of the Family Business. Harvard Business School Press.
- Poza, E. J. (2010). Family Business. South-Western Cengage Learning.