Too Big For His Britches

Kay A. Hodge, University of Nebraska-Kearney
Donald A. Carpenter, Colorado Mesa University

Synopsis
Chad had been fired from a part-time job he enjoyed and where he had performed well. After a meeting with Dan, Sr., Chad went to his car and pondered the reason for his termination. He thought about the changes that had occurred at the business over the past several years. He also thought about what he had heard about the interactions between the Dan, Sr. and Dan, Jr., the owners of the business. He had great empathy for Dan, Sr. but he did wonder if letting Dan, Jr. was a smart move on the part of a man whom he had grown to admire over the past several years.

Learning Outcomes
The outcomes of this case are:

1. Evaluate how the business in the case fit into David Bork’s ten qualities necessary for a successful family business.
2. Discuss the value of a succession plan and how this applies to this case.
3. Examine Dan, Jr’s leadership capabilities.

Application
This case is best used in small business management, principles of management, or family-business classes.

Key Words
Small business management, succession planning, family-owned business

Contact
Kay A. Hodge, University of Nebraska-Kearney, Management Department, West Campus-401C, Kearney, NE 68849, phone: 308-865-8003, email: hodgek@unk.edu