



INTERNATIONAL CERTIFICATE PROGRAM

Leading and Sustaining Family Enterprises

May 5th - 9th, 2024

Heidelberg Castle, Germany

PROGRAM SCHEDULE

MAY 5TH

06:00 – 09:00pm

- Welcome Dinner
- Introductions and Networking dinner with Cornell University and MAH Management Academy faculty Participants
- Restaurant Hackteufel, Old Town, Heidelberg

MAY 6TH

09:00 – 12:00pm

- **Understanding Family Dynamics: Insights and Learnings from Long-Lasting Global Family Enterprises**
Dennis Jaffee, Cornell Family, Business Fellow

12:00 – 2:00pm

- Lunch

02:00 – 05:00pm

- **Sustaining the Responsible Family Business from Generation to Generation**
Dennis Jaffee, Cornell Family, Business Fellow

08:00 – 09:00pm

- Cultural activity
- Historical Old Town Walking Tour with Night Watchman, Heidelberg

MAY 7TH

09:00 – 12:00pm

- **The Family Effect - Putting Family, Entrepreneurship and Strategy Together**
Rania Labaki, Cornell Family, Business Fellow

12:00 – 2:00pm

- Lunch



PROGRAM SCHEDULE

02:00 – 05:00pm

- **Board Effectiveness, Continuity planning, Establishing trust**
Rania Labaki, Cornell Family, Business Fellow

05:00 – 09:00pm

- Free evening

MAY 8TH

09:00 – 12:00pm

- **Design Thinking Lab - Creating a Space for Innovation in Your Family and Business (I)**
Wesley Sine, Academic Director, Smith Family Business Initiative

12:00 – 2:00pm

- Lunch

02:00 - 04:30pm

- **Design Thinking Lab Creating a Space for Innovation in Your Family and Business (II)**
Wes Sine, Academic Director, Smith Family Business Initiative

05:30 – 09:30pm

- Kulturbrauerei Brewery Tour / Tasting and Dinner, Old Town, Heidelberg

MAY 9TH

09:00 – 12:00pm

- **New Venture Creation - Opportunities and Constraints**
Wesley Sine, Academic Director, Smith Family Business Initiative

12:00 – 2:00pm

- Lunch

02:00 – 05:00pm

- **Family Business as a Model for Sustainability and Social Responsibility**
Wes Sine, Academic Director, Smith Family Business Initiative

05:00 – 05:30pm

- Key Takeaways

05:30pm

- End Program



PROGRAM SCHEDULE

CORNELL UNIVERSITY

Cornell is a privately endowed research university and a partner of the State University of New York. As the federal landgrant institution in New York State, we have a responsibility—unique within the Ivy League—to make contributions in all fields of knowledge in a manner that prioritizes public engagement to help improve the quality of life in our state, the nation, the world.

CORNELL THROUGH THE YEARS

More than 150 years of excellence in education, research and public engagement haven given Cornell a unique history that is rich with innovation and tradition.

Since its founding in 1865 in Ithaca, NY, in the traditional homelands of the Gayogohó:no (the Cayuga Nation), Cornell has been a leader in education, a driver of innovation and a force for the common good. For more than 150 years, the university has grown and evolved to meet new challenges, shaping extraordinary people and making breakthrough discoveries along the way — all while cultivating a community of belonging filled with rich traditions and powerful legacies.

The Smith Family Business Initiative at Cornell is dedicated to supporting and strengthening the network of owners, leaders, and alumni that work in, with or for a family business.

MAH MANAGEMENT ACADEMY HEIDELBERG

Lifelong Learning and Academic Continuing Education

We organize the annual MAH Academy Heidelberg Castle Symposium and develop continuing education formats within the framework of lifelong learning at the highest level of quality. The offering includes a MAH Grand Academy, Specialist Courses funded by the European Social Fund (ESF), Talent Seminars for Master Degree students in the field of M&A and Corporate Finance as well as Executive Seminars in Life Ethics for C- Suite Senior Executives, a Jung Adults & Youth - JAY Program at the Heidelberg Castle including Essay competition and Mentoring program, customized Continuing Education Concepts for Companies and Institutions and an international joint Certificate Program with Ivy League University Cornell, USA with focus on Participants from Family owned and/or controlled businesses, employees/advisors to those businesses.

“Our vision is to provide lifelong learning through a high quality, forward-looking educational experience, with the goal of personal and professional development of individuals within society and for the benefit of the common good.”



MEET THE FACULTY

DENNIS T. JAFFE

Research Associate / Wise Counsel Research



BIOGRAPHY

Dennis T. Jaffe, Ph.D. is a member of Wise Counsel Research Associates. Dennis is now in the third phase of his 100-Year Family Enterprise research project, resulting so far in five working papers (all available on Amazon). Dennis is a weekly contributor to Forbes Leadership channel, reporting on family cross-generational family business and wealth. His global insights have led to teaching or consulting engagements at Hult University in Dubai, the Pacific Asia chapter of Family Business Network, and the Advisory Board of Chinese University of Hong Kong. He is part of the Polaris team working with the Family Business Network to create a roadmap for family and business sustainability.

For 35 years, Dennis was professor of Organizational Systems and Psychology at Saybrook University in San Francisco, where he is now professor emeritus. He received his B.A. in Philosophy, M.A. in Management and Ph.D. in Sociology from Yale University.

He has been an active member of the Family Firm Institute since its inception, presenting at annual conferences, serving on the board, designing and delivering educational courses in their GEN program and writing for the Family Business Review. In 2017 Dennis was recognized by the Family Firm Institute for his international work, and in 2004, received the prestigious Richard Beckhard Award for his contributions.



MEET THE FACULTY

Wesley Sine

*Professor of Management
and Organizations*



BIOGRAPHY

Professor Wesley Sine is professor of management and organizations. His research focuses on the emergence of new economic sectors and entrepreneurship in the United States, Latin America, the Middle East, and Asia. He explores issues related to institutional change, industry and technology evolution, technology entrepreneurship, and new venture structure and strategy. He has examined a diverse set of economic sectors, including the electric power industry and the emergence of the internet. Teaching interests include entrepreneurship, commercializing university technology, new venture growth, the management of technology and innovation, and organizational change. He has consulted and taught executives in Latin America, Asia, and the Middle East.

Sine has published papers in the following journals: Administrative Science Quarterly, Academy of Management Journal, Management Science, Organization Science, Strategic Management Journal, and Research Policy. Sine is currently a senior Associate editor at Organization Science and is the book review editor at Administrative Science Quarterly.



MEET THE FACULTY

Rania Labaki

Cornell Family Business Fellow



BIOGRAPHY

Rania Labaki is Director of the EDHEC Family Business Centre and Associate Professor of Management at EDHEC Business School, where she teaches and conducts research at the intersection of the fields of finance, entrepreneurship and family businesses. Rania is a member of the Board of Directors of the International Family Enterprise Research Academy (IFERA), a member of the Scientific Council of FBN France, and a member of the Advisory Board of Women in Family Business (WIFB). She is the editor-in- chief of Entrepreneurship Research Journal and a member of the editorial boards of the main academic journals dedicated to family businesses. She has published extensively in academic and professional books and journals on family businesses, including the expert sections of Droit & Patrimoine magazine and Les Echos solutions. Rania holds a PhD in Management Sciences from the University of Bordeaux and has received several international awards in recognition of her contribution in the field of family businesses including the prestigious Barbara Hollander Award in 2020. Her current interests focus on the role of family and emotional dynamics in financial, social and philanthropic, intra/entrepreneurial, and family business succession decisions.



MEET THE FACULTY

Mathias Ernst

Managing Partner

MAH Management Academy Heidelberg



BIOGRAPHY

Mathias Ernst, Founder and CEO of Essentia Futura International, is for over a decade an entrepreneur and investor with more than 25 years of experience in senior positions in the financial industry with Tier 1 financial institutions in Investment Banking, Asset Management, and Wealth Management. Mathias Ernst is an active supporter of startups, early-stage and growth companies, as well as initiatives of the public sector for entrepreneurship and Managing Partner of the educational company MAH Management Academy Heidelberg. He is a frequent speaker at international conferences, panels, and round tables on family advisory, entrepreneurship, and impact investing topics.

Mathias Ernst holds a degree in economics and is member and Fellow of the Family Firm Institute in Boston, MA, USA, and an international certified Family Business and Family Wealth Advisor. A specialist in impact investing (ESG / SDG), he was a member of international expert groups such as the United Nations Environment Program's Principles for Responsible Investment (PRI).

Mathias Ernst is an active member and Paul Harris Fellow of the Rotary E-Club Wall Street, New York City, USA.



PROGRAM SCHEDULE

INTERNATIONAL CERTIFICATE

- Joint Certificate by Cornell University and MAH Management Academy Heidelberg

PRICE

- Euro 7.900

PROGRAM AS DESCRIBED

- Included

FLIGHT, TRAIN, OTHERS

- Self-Payer

HOTELS

Suggestions in Heidelberg (optional):

- Hotel Europäischer Hof Heidelberg
- Kulturbrauerei Heidelberg
- Citi Partner Hotel Holländer Hof
- Hotel Hackteufel

RESTAURANTS

(included in the program):

- Restaurant Hackteufel
- Schlossweinstube Heidelberg
- Kulturbrauerei Heidelberg



MAH Management
Academy
Heidelberg

**INTERNATIONAL
CERTIFICATE PROGRAM**