Nepotism

Nepotism is favoritism granted to relatives or friends regardless of merit. The word *nepotism* is from the Latin word *nepos, nepotism* (m. "nephew"), from which modern Romanian *nepot* and Italian *nipote*, "nephew" or "grandchild" are also descended.

Types of nepotism

**Papal**

*Main article: Cardinal-nephew*

Nepotism gained its name after the church practice in the Middle Ages, when some Catholic popes and bishops, who had taken vows of chastity, and therefore usually had no children of their own, gave their nephews such positions of preference as were often accorded by fathers to son. Several popes elevated nephews and other relatives to the cardinalate. Often, such appointments were a means of continuing a papal "dynasty."

For instance, Pope Callixtus III, head of the Borgia family, made two of his nephews cardinals; one of them, Rodrigo, later used his position as a cardinal as a stepping stone to the papacy, becoming Pope Alexander VI. Alexander then elevated Alessandro Farnese, his mistress's brother, to cardinal; Farnese would later go on to become Pope Paul III.

Paul also engaged in nepotism, appointing, for instance, two nephews, aged 14 and 16, as cardinals. The practice was finally ended when Pope Innocent XII issued the bull *Romanum decet Pontificem*, in 1692. The papal bull prohibited popes in all times from bestowing estates, offices, or revenues on any relative, with the exception that one qualified relative (at most) could be made a cardinal.

Coincidentally, the Church of the East from the 16th to the 19th centuries made the Patriarch a hereditary title, being passed down from Patriarch-uncle to nephew; however, this move was initiated in the face of Timur's destruction of Nestorian Monasteries throughout Asia (monks being the key source of priests and patriarchs for the Church), in an attempt to guarantee the existence of a patriarch. This proved to be a catalyst for the schism that exists today between Chaldean Catholics and Assyrian "Nestorians."

**Political**

Nepotism is a common accusation in politics when the relative of a powerful figure ascends to similar power seemingly without appropriate qualifications. The British English expression "Bob's your uncle" is thought to have originated when Robert Arthur Talbot Gascoyne-Cecil, 3rd Marquess of Salisbury, promoted his nephew, Arthur Balfour, to the esteemed post of Chief Secretary for Ireland in what was widely seen as an act of nepotism.
Other examples

Australia

- Anna Bligh, who won the 2009 Queensland State election, has been accused of nepotism by giving her husband Greg Withers a position in the bureaucracy.

Belgium

Over the past decade, criticism has been growing over the creation of political dynasties in Belgium, in which all of the traditional political parties have been involved. This phenomenon has been explained by the fact that prominent party members control the ranking of candidates on party lists for elections and a candidate's place on a list determines whether or not he or she is elected. Another justification for the phenomenon is the importance of name recognition for collecting votes.

- Tom Dehaene, the son of former prime minister Jean-Luc Dehaene, at age 26, became a member of the provincial council for the Christian Democrats.
- Jean-Jacques De Gucht, the son of former minister and current European Commissioner for Trade Policy Karel De Gucht, was placed at the top of the electoral list for the Flemish Liberals in the 2007 federal elections for the East Flanders region and subsequently appointed to the Senate at age 27.
- Freya Van den Bossche, the daughter of former minister Luc Van den Bossche, a member of the Flemish socialists, was, at age 28, appointed the youngest minister in Belgian history.
- Melchior Wathelet, Jr., the son of Melchior Wathelet, Sr. who was minister in several Belgian and Walloon governments and the mayor of Verviers, is currently the junior minister of budget, asylum and immigration, and family policy, and became, at age 26, the leader of the French-speaking Christian Democrat fraction in the Belgian parliament.
- Bruno Tobbback, the son of former minister and mayor of Leuven Louis Tobbback, a member of the Flemish socialists, became the Belgian federal government's minister for the environment at 34.
- Mathias De Clercq is the grandson of former minister Willy De Clercq.
- Alexander De Croo, the son of former speaker of the Belgian parliament Herman De Croo, ran for the leadership of his father's party Open VLD at age 33.
- Finally there is the example of Maya Detiege, the daughter of former mayor of Antwerp Leona Detiège, who herself is the daughter of the former mayor of Antwerp Frans Detiège.

Canada

- Many examples of nepotism abound among children of Canadian prime ministers.
Many more examples exist of nepotism on First Nations reservations, especially where hereditary chiefs exist.

**France**

In October 2009, Jean Sarkozy was poised to become EPAD's director despite lacking a diploma and professional experience. To his credit, he broke rank from supporting his father's protégé in Neuilly-sur-Seine, the town for which Sarkozy served as mayor, and joined another party's ticket and was voted regional councillor of Neuilly-sur-Seine.

Pierre Sarkozy, first son of President Nicolas Sarkozy, asked SCPP for a financial help in September 2009 of around €10000 towards an (€80000) artistic project. Because he was not a SCPP member, the request was automatically rejected. Sarkozy then went to the Élysée which lead to an Élysée counsel contacting the SCPP, and SCPP president Marc Guez assuring the issue would soon be favorably resolved. According to Abeille Music president and SCPP member Yves Riesel, however, this would not happen as SCPP's financial help has been restricted to members only for months.

**Romania**

Elena Basescu, the 28-year-old daughter of President Traian Băsescu, was elected in 2009 to the European Parliament, despite the fact the she had no significant professional or political experience. Although an independent candidate, her candidacy was supported by the staff of the Democrat-Liberal Party (PD-L), her father's party. Elena Udrea, a key member of PD-L, "donated" the campaign headquarters and Monica Iacob Ridzi, the Minister of Sports, openly spent government money to help Elena Basescu achieve candidacy.

Honorius Prigoana, the oldest son of Romanian mogul Silviu Prigoana, was the candidate for the deputy post in the elections for the Romanian Parliament, despite the fact the he had no significant professional or political experience. Had he won the elections, Honorius would have been the youngest deputy in parliament in Romanian history.

**Greece**

George Papandreou, the Greek prime minister, was firstly elected MP in 1981 with PASOK, the party led by his father, Andreas, and has since been included in numerous cabinets under either his father or Kostas Simitis. His grandfather, Georgios Papandreou was also a politician and had been elected Prime Minister.
Kostas Karamanlis, the former Prime Minister of Greece (2004–09) is the nephew of Konstantinos Karamanlis, founder of the Nea Dimokratia (New Democracy) conservative political party and elected Prime Minister numerous times in his career, as well as served in the position of president of the Democracy party.

Dora Bakoyanni, the former Foreign Minister of Greece (2004–2009) is the daughter of the former Prime Minister of Greece Constantine Mitsotakis; when she lost the leadership of the New Democracy party to Antonis Samaras and expelled from the party, she formed her own. Her brother Kyriakos Mitsotakis is a member of the Greek parliament and a Shadow Minister under Samaras.

India

Indian politics is plagued by nepotism. Nepotism is also dominant in Indian business and even arts.

- The Nehru-Gandhi family has shown a strong tendency for nepotism, as manifested through dynastic politics: A recent example is the rise of Rahul Gandhi, son of former prime minister Rajiv Gandhi and current congressional president Sonia Gandhi and grandson of former prime minister Indira Gandhi. Jawaharlal Nehru - His daughter Indira Gandhi - Her Son Rajiv Gandhi - His Wife Sonia Gandhi - Her Son Rahul Gandhi.
- Jyotiraditya Madhavrao Scindia was elected to the lower house of Indian parliament by a constituency formerly represented by his father, Madhav Rao Scindia.
- The Karunanidhi family in Tamil Nadu: M. Karunanidhi’s youngest son, M. K. Stalin is deputy chief minister of Tamil Nadu and his sister, M. K. Kanmozhi represents Tamil Nadu in the upper house of Indian parliament. Karunadidhi’s Elder Son MK Azhagiri is the Member of Parliament, Union Minister - who rarely speaks in Parliament.
- The apex court of India made some strong observations about the role of the Speaker and the Chief Minister of Karnataka in the process of disqualification.

"Extraneous considerations are writ large on the face of the order of the Speaker and the same has to be set aside. The Speaker, in our view, proceeded in the matter as if he was required to meet the deadline set by the Governor, irrespective of whether, in the process, he was ignoring the constitutional norms set out in the Tenth Schedule and the Disqualification Rules, 1986, and in contravention of the basic principles that go hand in hand with the concept of a fair hearing," the court said.

Business
• Even the largest corporations in India are in some sense "family owned". Reliance being the most interesting example. After the founders death the company was inherited by his two sons. A succession war ensued and the matter was finally settled in court.

Arts

• Nepotism is rampant in the Indian film industry. The Kapoor Family being the most obvious example. Young actors find it impossible to get an opportunity unless they are related to a prominent figure in the film industry, politics or privileged in some other way.

• Indian musicians often promote their sons and daughters by giving them an opportunity to share a stage with them.

Ireland

Many Irish politicians "inherit" seats in the Oireachtas (Parliament) from family members. See Families in the Oireachtas.

Spain

There is Juan Antonio Samaranch, president of the International Olympic Committee (IOC) from 1980 to 2001: his son, Juan Antonio Samaranch Salisachs, has been a member of the International Olympic Committee since 2001, while his daughter, Maria Teresa Samaranch Salisachs, has been president of the Spanish Federation of Sports on Ice since 2005.

Portugal

• Many examples of nepotism abound among Son and nephew of Soares (one of the Republic's President), Loureiro's family from Gondomar, and so on.

Sri Lanka

Mahinda Rajapaksa has been accused of nepotism, appointing three brothers to run important ministries and other political positions for relatives, regardless of their merit. Rajapaksa holding the offices of the ministries of Defence, finance, defence, ports and aviation, highways and road development public works. This includes his brother Gotabhaya Rajapaksa, who was given the post of Defence Secretary, without holding any elections for the post. He also controls the armed forces, the police and the Coast Guard, he is in charge of immigration and emigration. Rajapaksa appointed his brothers Basil Rajapaksa as minister of Economic Development. His oldest brother Chamal Rajapaksa is also the current Speaker of the Parliament of Sri Lanka, and has held many other posts before. Together, the brothers Rajapakse control over 70% of Sri Lanka's budget.
Others includes his nephew, Shashindra Rajapaksa, who is the Chief minister of Uva. His cousins the Sri Lanka’s ambassador to the United States, Jaliya Wickramasuriya as well as Udayanga Weeratunga, whom is the ambassador to Russia. Dozens of nephews, nieces, cousins and in-laws have also been appointed as heads of banks, boards and corporations.

Trinidad and Tobago

Former Prime Minister Patrick Manning appointed his unelected wife Hazel Manning to the Cabinet for two consecutive terms, first as Minister of Education and then as Minister of Local Government.

Venezuela

President Hugo Chávez and Cilia Flores, president of the Venezuela National Assembly, are also known for their hand in getting family members into government positions. Flores managed to place relatives in as many as nine permanent positions at the National Assembly: three siblings, two nephews, a cousin, the mother of that cousin, her mother-in-law, and an aunt.

United Kingdom

- In February 2010, Sir Christopher Kelly, chairman of the Committee on Standards in Public Life, said that more than 200 MPs used Parliamentary allowances to employ their own relatives in a variety of office roles. He suggested that the practice should be banned.
- The members of the House of Lords traditionally inherited their seats from their fathers. Following the enactment of the House of Lords Act 1999, all but 92 of the hereditary peers lost their right to sit in the upper chamber. As the remaining hereditary peers die, their peerages will become extinct, and will not be passed on to their descendants (although they will still inherit the title).
- Peter Jay was appointed UK Ambassador to the United States in 1977 by his father in law James Callaghan, Prime Minister at the time.
- North Yorkshire Police's Chief Constable Grahame Maxwell was disciplined by the IPCC in 2011, but refused to resign, after admitting that he assisted a relative through the first stages of a recruitment process.

United States

- Around 30 family members or relatives of President Ulysses S. Grant prospered financially in some way from either government appointments or employment.
- Robert F. Kennedy was selected to be US Attorney General by his brother, President John F. Kennedy in 1961–63, a position Robert took and held before he was later elected senator. Unlike formal acts of
nepoltism, Robert Kennedy's thought and actions on civil rights proved that he was more than capable at his position.

**In entertainment**

Outside of national politics, accusations of "nepotism" are made in instances of prima facie favoritism to relatives, in such cases as:

- The casting of Tori Spelling as Donna Martin in *Beverly Hills, 90210* received much criticism. Her father Aaron Spelling was the executive producer.
- Peaches Geldof's role as magazine editor in an MTV reality show - produced by a company owned by her father Bob Geldof. In a sketch of *The Kevin Bishop Show*, which frequently has less-than-flattering fake perfume adverts for celebrities, there was one for Peaches Geldof: "Nepotism, the smell of Peaches Geldof." Before this, a mock voice said "I'm a fashion model, a TV presenter, and I'm a journalist as well .... Did I mention my dad's Bob Geldof?"
- Hollywood's The Coppola family includes many distinguished filmmakers and actors. The careers of Sofia Coppola, Nicolas Cage and Jason Schwartzman have been attributed to aid by director Francis Ford Coppola who cast his daughter Sofia in *The Godfather Part III*. Cage changed his last name in order to distance himself from such charges.
- Jaden Smith played the lead role in the remake of *The Karate Kid*. His parents, movie stars Will Smith and Jada Pinkett Smith were co-producers of the movie. His breakout role was in 2006's *The Pursuit of Happyness*, where he played the son of Will Smith's character. His father being one of the producers of the film.
- In 2010, film student Cody Gifford got a dream summer intern job, reviewing movies for NBC's *The Today Show*, co-hosted by his mother, Kathie Lee Gifford.
- Many reality television stars became celebrities because of their family connections: Emma Roberts, Paris Hilton, Kim Kardashian, Brooke Hogan, Nicole Richie, Kelly Osbourne, and Brody Jenner just to name a few.
- Actress Milla Jovovich has been affiliated with many films, such as *The Messenger: The Story of Joan of Arc* and the *Resident Evil* movies, because of her marriage to the film's directors Luc Besson and Paul W. S. Anderson respectively.
- Director Judd Apatow frequently casts his wife, actress Leslie Mann, who has appeared in *The 40-Year-Old Virgin*, *Knocked Up*, *Drillbit Taylor*, and *Funny People* (and often their two daughters Maude and Iris, both of whom appeared *Knocked Up* and *Funny People* as Leslie Mann's character's daughters

**In business**
On 13 February 2003, James Murdoch became a director of BSkyB. Later that year, he controversially became CEO of BSkyB, in which News Corporation owns a controlling minority stake. His appointment sparked accusations of nepotism, with some commentators and shareholders feeling that the job had not been opened to outsiders and that Murdoch was too young and inexperienced to run a UK news agency.

One-time Guardian contributor Max Gogarty has also been accused of taking advantage of family connections to achieve success disproportionate to his ability; his father Paul Gogarty is a frequent travel writer for the newspaper.

Successful Indian steel executive O. P. Jindal's sons Prithviraj Jindal, Sajjan Jindal, Rattan Jindal, and Naveen Jindal, now run his empire.

Donald Trump's children, Donald Trump, Jr., Ivanka Trump and Eric Trump are Executive Vice Presidents of Development & Acquisition in their father's company.

Robert Kraft's son, Jonathan Kraft, is President of the New England Patriots and a COO of the Kraft Group.

**In popular culture**

- In the TV series Parenthood, Sarah Braverman mentions nepotism because her brother got her a job at his company.
- In the TV series SpongeBob SquarePants in the episode 'Culture Shock', the character Squidward states that nepotism is 'alive and well' at the talent show that Mr. Krabs, the owner of The Krusty Krab restaurant, had organised in order to make more money for the restaurant. Squidward makes this statement because the first act that appears at the talent show is Mr. Krabs' own daughter Pearl.
- In the US version of The Office, there was an episode devoted to nepotism.
- In the HBO TV series Entourage, the "entourage" of film star Vincent Chase receive many opportunities because of nepotism, whom received an opportunity because of his brother's early success.
- In the video game Borderlands the Atlas corporation's private army, the Crimson Lance, is headed by the five year old Admiral Mikey. This angers General Knoxx and he describes the Crimson Lance promotion system as "Goddamn Nepotism".

http://en.wikipedia.org/wiki/Nepotism

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**Family Ties Run Deep in U.S. Politics**

By John Stossel

It's one thing if nepotism gets you a role in a movie, or in your father's real estate business, but shouldn't politics be different?
Government has tremendous power over our lives. I'd think this would be one area where nepotism would be taboo. But I'm wrong again. In fact, I'm totally wrong.

American political dynasties have been in power for much of the past century. John F. Kennedy became president, and then appointed his brother Robert to be U.S. attorney general. Both Vice President Al Gore and his father were senators from Tennessee. And not only was George W. Bush's father president, but his great-grandfather was a U.S. senator.

And it isn't limited to presidential and vice presidential politics. Family connections are all over the capital. Colin Powell's son was appointed chairman of the Federal Communications Commission. The wife of Sen. Mitch McConnell, R-Ky., Elaine Chao, was appointed secretary of Labor. Supreme Court Chief Justice William Rehnquist's daughter, Janet, was appointed inspector-general of the Department of Health and Human Services.

Michigan congressman John Dingell, a Democrat, now occupies the seat once held by his father. So do Charles Gonzalez, D-Texas, Jim Duncan, R-Tenn., and Harold Ford, D-Tenn.

The father of the Democratic leader in the House, Nancy Pelosi, was a congressman.

So were the fathers of three current senators, Jon Kyl, R-Ariz., Chris Dodd, D-Conn., and Bob Bennett, R-Utah.

Adam Bellow, author of In Praise of Nepotism, says we like this. "People love this," says Bellow, who is the son of novelist Saul Bellow. "They think it's terrific. If Americans didn't believe in nepotism, George Bush and Hillary Clinton would not be as popular as they are."

But Jonathan Turley, a law professor at George Washington University, says nepotism in politics is a terrible thing.

"It combines the two most powerful motivations in Washington: procreation and power. And the benefit are the sons and daughters of the powerful elite."

Last year Sen. Frank Murkowski, R-Alaska, gave up his Senate seat to become his state's governor. He said he examined the qualifications of 24 Alaskan officials to decide who should fill his Senate seat. And then, after long deliberation, he picked his daughter, Lisa Murkowski. She was a state senator.

"The appointment of Sen. Murkowski really took the gold medal of nepotism," says Turley, "It was sort of a perverse 'bring your daughter to work' day."

Lisa Murkowski says she deals with the criticism "straight on." She said, "The fact of the matter is, I'm in the United States Senate today because my father, who is now the governor, was able to appoint me."

Still, Murkowski says she believes her father gave her his Senate seat, because, "he believed that the best replacement he could make was me."

At least in Murkowski's case, Alaska's voters will get to decide this November if she gets to keep her job. She's logged nearly a quarter of a million frequent flier miles flying between Washington, D.C., and Alaska to try to show her constituents that she deserves their vote.
"An appointment gets me to the end of my father's term and that's it. After that, it's up to me to demonstrate that I can be the best senator that they would ever want," she said.

But what about the less-visible nepotism? What about relatives of lawmakers who become lobbyists?

**Social and economic effects**

Nepotism and cronyism can have short- and long-term effects on a society, depending on the extent of the take-up and social acceptability of these practices. Areas in which, it is believed, nepotism has negative societal effects:

- the civil service
- intergovernmental relations (ambassadors, civil-service attached personnel)

Also, since a politician or movie star-producer can have more than one child, there is also the related situation of a remaining, resentful, "passed over" child. India's Karunanidhi family also illustrates this examples: Minister of Chemicals and Fertilizers M.K. Azhagiri, M. Karunanidhi's second son, was passed over in favor of M. K. Stalin for the deputy chief minister role. This caused a political rift between the supporters of Azhagiri and Stalin

Nepotism often plays a part in social circles (to varying degrees), as people tend to become friends with their friends' friends more quickly than with complete strangers.

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**Nepotism** describes a variety of practices related to favoritism; it can mean simply hiring one's own family members, or it can mean hiring and advancing unqualified or under qualified family members based simply on the familial relationship. The word nepotism stems from the Latin word for nephew, especially the "nephews" of the prelates in medieval times. While attitudes toward nepotism vary according to cultural background, nepotism is a sensitive issue in American business. Many companies and individuals consider the practice to be unethical, largely due to its conflict with traditional American values of self-reliance and fairness.

In Western societies nepotism raises legal concerns. Although U.S. laws do not specifically prohibit hiring one's relatives, studies show that between 10 and 40 percent of U.S. companies maintain formal policies prohibiting such a practice. Many of these anti-nepotism rules were instituted in the 1950s with the aim of preventing the hiring of incompetent male relatives of male employees. In the 1960s and 1970s the same rules applied but failed to reflect the change in the workforce as more women entered the job market; females were often the victims of these rules, however, and many were forced to quit.

Nepotism is also tied to discrimination issues and pragmatic concerns. There is substantial debate over whether employers with any form of biased preferences for hiring, including nepotism, can even survive in the business market, ethical issues notwithstanding. On the other hand, approximately 40 percent of Fortune 500 firms are family-owned, and the success of these businesses can be viewed as an implicit endorsement of nepotism.
Larry Singell and James Thornton identify four levels of anti-nepotism rules. They note that companies may institute policies that prohibit the employment of a current employee's relatives

- anywhere in the organization,
- at the same facility,
- in the same department or work group, or
- in positions where one may immediately influence the compensation, promotion, or work situation of the other.

Even if a company has a clearly stated policy, complications may follow in its enforcement. For example, the increase in dual-career marriages increased legal challenges to nepotism issues. Employees occasionally meet at work, socialize, fall in love, and eventually marry. In some cases, couples have had to decide which spouse has to quit, as company policy would not allow them to work for the same organization. Do practices such as hiring, or even not firing, family actually constitute discrimination?

Further, even if there is no complication between the two individuals as a result of marriage, there is sometimes pressure from in-laws and even close friends of in-laws for favoritism in hiring. There appear to be differences in nepotism practices between family-owned businesses and publicly owned businesses. Most family-owned businesses simply expect family to be involved in the future, as do the in-laws who join the family. However, there are usually more formal rules for publicly held companies; these companies must therefore be cautious, since they are open to outside scrutiny over their hiring and promotion practices.

ADVANTAGES

If practiced fairly (itself a contentious term in this regard), nepotism can be a true asset, Sharon Nelton suggests, citing the example of Thomas Publishing Company. In 1998 there were seven third- and fourth-generation family members working for the company. The third-generation president, Tom Knudson, encouraged nepotism among their independent sales contractors because he believed it resulted in high performance, stability, and long-term commitment.

Chad Kaydo also writes that nepotism may be viable. For example, a top salesperson's relative may have many of the same qualities that make the representative successful. Recruiting family members can therefore boost both performance as well as retention. For instance, one senior contractor began working for Thomas in 1940. By 1998 his wife and three of his adult children (two daughters and a son) all worked for the company. The son encountered a challenge when calling on a client at odds with the senior contractor. He easily and politely diffused the situation using the diplomacy techniques he had gleaned from his father, the very senior contractor the client disliked, and gained a larger-than-usual sale.

In the 2000s the tide in business seemed to be turning toward policies that encouraged hiring qualified relatives and spouses, with idea that good people tend to associate with good people. Jacquelyn Lynn noted that such policies can promote employee satisfaction by aiding individual efforts to balance professional and personal lives. Hiring family members can also provide benefits to companies, for example by reducing their health insurance costs.
DISADVANTAGES

There are, to be sure, nepotism disasters. Lines Brothers in Britain, once a highly successful maker of Triang toys, was rendered worthless in a just a few years by its second generation of leadership. Yale Express, a U.S. delivery company, was bankrupt within five years of the second generation assuming the presidency. The Great Atlantic and Pacific Tea Company (A&P) was once the largest supermarket chain in the United States, but went bankrupt under its heir.

Linda Wong and Brian Kleiner suggest that trouble arises most often when family and business needs conflict. A family's purpose is to care for and nurture family members; a business must produce quality goods and/or services as efficiently and as profitably as possible. If a company hires or promotes an incompetent family member, other employees may see this as a gross injustice and many complications may result. More directly, the unqualified heir may simply instill policies that drive the company into the ground.

Nepotism can also publicize family disagreements and prejudices to those within the company. It may even cause a company to lose valued executives and make it very difficult to attract and retain high-quality newcomers.

INTERNATIONAL ASPECTS

Abdalla Hayajenh, Ahmen Maghrabi, and Taher Al-Dabbagh note that nepotism has maintained a particularly strong footing in the Arab world. They indicate that the major factors behind nepotism in Arab countries include:

- socio-cultural structure (tribal and kinship relations);
- economic structure (a tight labor market making it difficult to find a job in other ways);
- educational structure (poor preparation of workers for economic development); and
- political structure (governments' assignation of educated tribal chiefs and their sons to key positions in return for loyalty).

In Asia the majority of entrepreneurs look to the family, rather than the broader populace, for the succession of the business. Studying Asian nepotism practices, Leon Richardson holds that nepotism works as well as any other management choice as long as one never tolerates incompetence. He notes that the Japanese successfully use nepotism, with senior men and women enjoying power and not hesitating to fire an incompetent "nephew."

In addition, many Latin American counties accept nepotism as the norm and are baffled by the oftennegative U.S. attitude toward the practice. As one South American executive commented, "If I cannot hire and trust my own family, just who can I trust?"

GUIDELINES
Craig Aronoff and John Ward argue that the key to the successful use of nepotism is clear communication of the rules before they are needed and fair application of the rules as needed. They believe in holding relatives to at least three standards in hiring:

1. appropriate education for the job;
2. three to five years of outside work experience; and
3. entry into an already existing and vital position with determined pay and performance expectations.

Many experts believe that outside experience is vital to the potential family-member hire. They feel the family member should establish their own competence and professional sense of worth before assuming work responsibilities within the family's firm. Testing and honing their skills and abilities allows them to bring expertise to the enterprise.

In the first sixteen years of business, CAM Specialty Products practiced a strict policy of not hiring family members. However, in 1997 an opportunity to invest in Deckare appeared and co-owner Gordon Hammett hired his son as work crew chief to handle on-site fieldwork. Hammett interviewed his son like all other candidates and honestly felt his son was a perfect fit for the job; he was familiar with his son's work ethic and knew his son enjoyed the type of work. As a result, the decision met with great success. The key was to have clear criteria for the job and to apply them consistently for all candidates, neither favoring nor discriminating against family members.

Nepotism is not a new phenomenon in business, but it is of particular interest as the world of business shrinks due to rapid travel and convenient and fast technological communication. As business becomes increasingly globalized, it is crucial to understand how cultural attitudes toward nepotism vary between the different countries in which a business operates. Furthermore, as more families rely on multiple incomes for their standard of living, the ethical and pragmatic considerations regarding nepotism must be carefully negotiated to ensure the most effective overall business strategy. While certain guidelines have been known to effect a smooth incorporation of nepotism into a successful business, there are no definitive strategies. Clearly, however, nepotism can lead to success if applied appropriately, or to disaster if applied without careful consideration of the all variables involved.

FURTHER READING:


http://www.referenceforbusiness.com/management/Mar-No/Nepotism.html