



## CIEE Seville, Spain

<b>Course name:</b>	European Corporate Organization
<b>Course number:</b>	ECON 3008 SEBS
<b>Programs offering course:</b>	Liberal Arts, Advanced Liberal Arts, Business and Society and Communication, New Media and Journalism – Spanish Programs
<b>Language of instruction:</b>	Spanish
<b>U.S. semester credits:</b>	3 credits
<b>Contact hours:</b>	45 hours
<b>Term:</b>	Spring 2020

### Course Description:

This course focuses on how organizations function, analyzing important issues to better understanding their complexities--primarily the behavioral elements that make up the organization and how the structure of the organization influences the flow of information and decision making. This course provides students a structure through which business organizations can be analyzed via the examination of real cases of Spanish and European organizations.

### Learning Objectives:

The **mission** of the course is to present a non-prescriptive model of the functions of administrators, resulting in the systematic reflection and ethical behavior of future administrators. This mission will be carried out in a setting that facilitates class participation and discussion.

The fulfillment of the above mission requires, in turn, the achievement of teaching objectives, of which the following stand out:

- I. Objectives related to the foundation of the organization and management team
  - Understand the nature of the organization.
  - Understand the functions and roles of managers.
  - Improve ability to analyze the organization and its culture.
  - Understand business contexts and trends.
  - Understand the EFQM Model of Excellence in Management.
- II. Objectives related to Organization Capabilities
  - Study the organization, its sub-systems, coordination mechanisms and context.
  - Analyze the design of the organization: job position design and structure.
  - Management via processes and corresponding evaluation.
- III. Objectives related to the Management Process
  - Understand the foundations of individual and group behavior.
  - Understand the theories and approaches surrounding motivation in organizations.
  - Study the phenomena of leadership, as well as group and team dynamics.
  - Develop the ability to analyze problems and decisions.
  - Study the Leadership and Management of People according to the EFQM Model of Excellence.



### **Methods of Instruction:**

The course focuses on equipping the student in their development of management skills, incorporating elements of cultural diversity, problem solving and decision making, team leadership and interpersonal relationships through leadership and motivation.

The course is divided into three modules and six topics; the factors that affect the success of the business will be analyzed from the perspective of people management and knowledge management.

#### **Module I. Foundations.**

The student will be introduced to the concept of management, its process and development, as well as the nature of management and potential problems. Organizations, regardless of type of business sector, size, structure or maturity level, need to establish a management system in order to achieve success. The European Model for Excellence—now called the EFQM European Model for Excellence—was created in 1991 as the framework for the self-evaluation and self-diagnosis of organizations, and as the baseline in awarding the European Quality Prize, established in 1992. The EFQM Model of Business Excellence is a practical tool that helps organizations establish an adequate management system, assess where the organization finds itself along its path to excellence, in addition to analyzing the differences and lagoons that exist within organizations on their path to excellence.

#### **Module II. Management of People.**

The fact that leadership is the first criterion in the EFQM Model of Excellence is not a coincidence, but rather underlines a very important message: the success or failure of an organization depends primarily on the quality of its leadership. Leadership is the cornerstone of any organization, regardless of its nature whether political, business or family. Whenever the management of people is required, there must be a leader who leads the organization in the same direction. This direction must be common to all-- the leader's mission is to "drive" the group towards a mutually beneficial result.

Furthermore, the spirit and teamwork of the organization is what gives organizations a clear competitive advantage over their competitors. In fact, the ability to work in a team has become one of the most sought-after skills by companies of recent graduates. For this reason the skill of "teamwork" will be a key area of course study, not only due to students' role as future managers and the influence they will have in their team's achievements and goals, but also because the student will, at some time in their professional career, be required to work in a team. Additionally, one of the fundamental objectives of the incorporation of members of an organization into structured groups is that groups be able to analyze, and problem solve, via analysis techniques and problem resolution.

Finally, the EFQM Model of Excellence grants individuals an important status, not only of humanistic nature via the various sub-criteria, but also via the criterion of agents. For this reason, the level of excellence achieved by an organization depends to a large extent on the abilities of the team and the type of management carried out. The sub-criteria, in which Criterion 3 is divided, is comprised of processes, programs, and personnel practices, in addition to other tools. Most of



the criteria, and the way in which they occur, give a certain idea of the management process, from the formulation of Policy, Strategy, and People Planning to the creation of the “Compensation Package”.

**Module III.** The Organization of Companies.

In the chapters associated with this module, the aim is to introduce the student to the concept of the organization, its parts, elements and organizational design. The concepts of this module offer the student an overview of the complexity of the organization, as well as its importance and structure.

Module III will conclude with a chapter dedicated to Process Management, closely linked to what is today known as Quality Management, in its quality norms as well as its use of the Models of Excellence (Total Quality Management or TQM). The best-known management quality norms require organizations to implement process management as a key criterion to obtain EFQM certification. At the same time, the EFQM 2013 Model of Excellence also analyzes the organization’s processes, with the understanding that positive results depend to a large extent on proper management.

**Assessment and Final Grades:**

To achieve course objectives, the course will implement a combination of teaching methods.

**CIEE classes are not graded on a curve nor is there extra credit work. The final grade will be based upon the following criteria:**

Commitment and participation	20%
Individual Assignments	40%
Midterm Exam	20%
Final Exam	20%

**Course Requirements:**

**Commitment and Participation (20%):** There will be 24 class sessions throughout the course. The student will be responsible for the completion of individual assignments, case studies, readings, and complementary activities, with the goal of gaining knowledge and skills in the area of the management of Spanish and European companies. The previously mentioned activities will also help evaluate the student’s commitment and course involvement. Students’ desire for improvement, effort to maintain and / or achieve positive academic results will also be taken into consideration.

**Presentations and Assignments.** Papers/projects turned in by students will have set deadlines. Students will have the option of turning in paper revisions within the pre-established timeframes.

**Participation.** A course manual containing the subject areas of the course, will be utilized. The manual will also serve as a guide to assess student learning and greater student participation in and outside of the classroom (via Canvas discussions). Questions will be proposed, with the goal of encouraging debate, particularly on course subjects that may pose additional comprehension challenges for the students, or subject to controversy or contrast of opinions.



**Individual Assignments (40%):** Students will be asked to resolve case studies, as well as readings (which will later be used as continuous evaluation assessments). Each course theme will be accompanied by a case study or reading which will serve to consolidate students' comprehension of the theoretical contents explained in class, and at the same time, allow the transfer of knowledge to real-life examples. The systematic approach of cases and corresponding resolution will follow guidelines set at the beginning of each chapter, so that the practical component of the activity can be used as an evaluation tool, in addition to encouraging class attendance and course progress. The analysis of cases studies is one of the most useful tools in interiorizing the complementary skills. Finally, the need for expressing opinion in a coherent manner, as well as contrasting, refining and expressing opinions in writing, are all essential skills for the future business professional.

The student will have six evaluation activities in the course. The final grade received in "Individual Assignments" will be the average of the grades received in each of the six evaluations: three of the six evaluation activities will be in the form of quizzes. The remaining assessments will be in the form of papers.

**Activity 1: Evaluation.** "The logic of REDER and Excellence in the Management of Working on a Dream—a Super Bowl Journal". 10-question Quiz. Due date: see Canvas

**Activity 2: Evaluation.** "Evaluation of the leadership of Nelson Mandela according to EFQM". Paper. Due date: see Canvas

**Activity 3: Evaluation.** "Evaluation of group management in The Miracle". 10-question Quiz. Due date: See Canvas.

**Activity 4: Evaluation.** "People management of Google according to EFQM". Paper. Due date: See Canvas.

**Activity 5: Evaluation.** "Success is also a question of Organizational Design—from the Nightmare of Dillons-Purnima to the Excellence of El Bulli". Paper. Due date: See Canvas.

**Activity 6: Evaluation.** "Processes Management—case study of Bacardi". 10-question Quiz. Due Date: See Canvas.

Evaluation activities should be turned in on Canvas, deadlines will be established for each assessment activity and tied to the midterm and final exam dates. Papers will be corrected and returned via Canvas. Students will have the option of submitting a second version of all papers within the established deadlines.

**Midterm Exam (20%), Final Exam 2 (20%):** Students will have two written exams, combination of theory and application. Test questions will be a mix of multiple choice, short and long answer. Test questions will be tied directly to information included in the syllabus or case studies. The weight of each test question will be made known to the student prior to the exam.

#### **Attendance policy**

Students are expected to attend all scheduled class sessions on time and be prepared for the day's class activities. CIEE Seville does not distinguish between justified or unjustified absences, whether due to sickness, personal emergency, inevitable transportation delay and/or other impediments.



You are considered responsible of managing your own absences. Please keep in mind that exams, paper submission dates, presentations and any other course work deadlines cannot be changed.

No academic penalty will be applied if students miss up to 3 class sessions. If students miss up to 5 class sessions, students' final course grade will drop 5 points out of 100 on the CIEE grade scale for each additional absence beyond 3 (for example a 95 will become a 90 if they reach the 4th absence, and an 85 if they reach the 5th absence). Students will automatically fail the course if they miss more than 20% of total class hours (i.e. if they exceed 5 absences).

For students who miss up to 20% of the total course hours due to extenuating circumstances, the Academic Director may allow for exceptions to the local attendance policy based on documentation such as proof of bereavement, hospitalization, etc.

Students arriving more than 10 minutes late to the class will be considered absent for a day.

### **Academic Honesty**

Students are expected to act in accordance with their university and CIEE's standards of conduct concerning plagiarism and academic dishonesty. Use of online translators for work in Spanish will result in an automatic failure.

### **Linguistic Resource Center**

It is recommended that students use the LRC.

## **Weekly Schedule**

### **WEEK 1**

#### **Day 1 Global Vision of Course/European Business Management**

- Introduction to course
- Syllabus review (methodology, evaluation criteria, course manual)
- Overview of course themes
- Overview of Evaluation activities
- Reading: syllabus

#### **Day 2 Introduction to Business Management in Europe**

- Introduction
- Concept of Administration
- Administrative Process
- Principles of Administration
- Critical review of the situation of company management in Europe/worldwide
- Reading: Pages 1-7, Chapter 1. Administrators and Administration, from the manual "Dirección de Empresas en Europa (Vázquez, A., 2017)".

### **WEEK 2**

#### **Day 1 Business Administration and Excellence in Management**

- Need for a Model of Excellence
- European Foundation for Quality Management (EFQM).



- Fundamental Concepts of Excellence
- Paradors and Excellence in Management: case study of the implementation of Fundamental Concepts of Excellence.
- Reading: Pages 7-11, Chapter 1. Administrators and Administration from the manual “Dirección de Empresas en Europa (Vázquez, A., 2017)”.

#### **Day 2 European Model of Excellence in Management**

- EFQM Model of Excellence in Management
- Structure and Criteria of Model
- Tool “Perfil” for organization self-evaluation
- Scheme of EFQM Recognition and European Seals of Excellence
- Reading: Pages 11-17, 21-23, Chapter 1. Administrators and Administration from the manual “Dirección de Empresas en Europa (Vázquez, A., 2017)”.

### **WEEK 3**

#### **Day 1 REDER: A powerful tool for improving the performance of organizations**

- REDER Logic Scheme
- REDER Logic for Facilitating Agents
- REDER Logic for Results
- Scoring using the EFQM Model of Excellence
- Case Studies of REDER Logic Scheme
- Reading: Pages 17-21, 25-30, Chapter 1. Administrators and Administration from the manual “Dirección de Empresas en Europa (Vázquez, A., 2017)”.
- Knowledge check, Chapter 1 from the manual European Company Management (Vázquez, A., 2017). Page 33, answers page 177. Available in Canvas.

#### **Day 2 REDER Logic and Excellence in Management of Working on a Dream: A Superbowl Journal.**

- Debate: Excellence in the management and application of REDER Logic in the Bruce Springsteen and E Street Band performances in Superbowl XLIII. Viewing of documentary “Working on a dream: A Superbowl Journal”
- Activity 1: Evaluation. “REDER Logica and Management Excellence—Working on a Dream: a Superbowl Journal”. 10-point quiz. Due date: See Canvas

### **WEEK 4**

#### **Day 1 Leadership for Excellence in Management**

- Leadership according to the EFQM Model of Excellence in Management. Sub-criteria of Leadership for Management Excellence.
- Reading: Pages 35-42, Chapter 2. Management of People: Leadership from the manual “Dirección de Empresas en Europa (Vázquez, A., 2017)”
- Knowledge Check, Chapter 2. Professor will share in class solutions to questions from Chapter 2 Knowledge Check from the manual “Dirección de Empresas en Europa (Vázquez, A., 2017)”. Page 45, solutions page 179 of manual. Available in Canvas.

#### **Day 2 An Evaluation of the leadership of Nelson Mandela according to the EFQM**



- Debate: Excellence in Leadership. Viewing of “Invictus”, based on the book by John Carlin “The Human Factor: Nelson Mandela and the Game that Changes the World”. 2010.
- Activity 2. Evaluation. “Evaluation of the Leadership of Nelson Mandela according to EFQM”. Students will be required to respond to questions in written form (Word and PDF formats), questions available in Canvas. Due date available in Canvas

## **WEEK 5**

### **Day 1 Excellence in Group Management**

- Concept and types of groups
- Characteristic features of High-Performance Teams
- Stages of development in work groups
- Leadership in work groups
- Basic tools for working in groups
- Reading: Pages 47-58, Chapter 3. Group Management, Manual “Dirección de Empresas en Europa (Vázquez, A., 2017)”.
- Knowledge Check, Chapter 3. Professor will share in class the solutions to the Knowledge Check questions from Chapter 3, Manual “Dirección de Empresas en Europa (Vázquez, A., 2017)”. Page 61, solutions page 181 of manual. Available in Canvas.

### **Day 2 Excellence in Group Management**

- Debate: High-Performance Teams.
- Film: “El Milagro”.
- Activity 3. Evaluation. “Evaluation of Group Management in The Miracle”. 10-item multiple choice quiz. Due date in Canvas.

## **WEEK 6.**

### **Day 1 Review**

### **Day 2 Midterm Exam**

- Exam will comprise of 25 multiple-choice questions—13 questions will correspond to chapters 1-3 and 12 questions to application activities from chapters 1-3 of the course.

## **WEEK 7.**

### **Day 1 Best Practices in Management and Motivation of People in Europe**

- Return exams and grades
- Exam revision/questions
- Overview of topics of second half of course and assessment activities
- Best practices in the Management and Motivation of People in Europe
- International, European and Spanish Recognition Schemes in Best Practices in the Management of People
- Reading: Available in Canvas (International Recognition Schemes)

### **Day 2 Excellence in the Management of People**

- Excellence in the Management of People according to the EFQM Model of Excellence in Management. Sub-criteria for the Excellence in Management of People



- Reading: Pages 63-72, Chapter 4. Management of People (II): Management and Motivation. From manual “Dirección de Empresas en Europa (Vázquez, A., 2017)”
- Graded Canvas Forum: “Best practices in the Management of People” . In your opinion What is the Best Practice the management of people that has the greatest influence in employee satisfaction within the organization? Due date in Canvas
- Knowledge Check, Chapter 4. Professor will share solutions in class from Knowledge Check, Chapter 4, from manual “Dirección de Empresas en Europa (Vázquez, A., 2017)”. Page 75, solutions page 183 of manual. Available in Canvas

## **WEEK 8.**

### **Day 1 Excellence in People Management in Google**

- Debate: Excellence in Management and direction of people. Stories of Spanish and European businesses.
- Film: “Los Becarios”
- Activity 4. Evaluation. “Management of People in Google according to EFQM”. Students will be required to respond to questions in written form (Word and PDF formats), questions available in Canvas. Due date available in Canvas

### **Day 2 Global Discussion: Diversity Management**

- Introduction to Global Discussion topic
- Organization of groups
- Discussion and Debate Session according to guide. Best Practices in Diversity Management/International Recognition Schemes/European and Spanish Best Practices in Diversity Management.

## **WEEK 9**

### **Day 1 Fundamentals of Organizational Design and Best Practices (I)**

- Natural evolution of organizations and process of differentiation: structural origins.
- Parts of the organization
- Coordination
- Design questions: parameters of design
- Design parameters of job roles
- Best Practices in European companies
- Reading: Pages 77-91, Chapter 5. Fundamentals of the Organization. Manual “Dirección de Empresas en Europa (Vázquez, A., 2017)”

### **Day 2 Fundamentals of Organizational Design and Best Practices (II)**

- Design of Superstructure
- Grouping Criteria
- Unit Size: Areas of Control
- Best Practices in European Companies
- Reading: Pages 91-99, Chapter 5. Fundamentals of the Organization. Manual “Dirección de Empresas en Europa (Vázquez, A., 2017)”.



- Knowledge Check, Chapter 5. Professor will share solutions in class from Knowledge Check, Chapter 5, from manual “Dirección de Empresas en Europa (Vázquez, A., 2017)”. Pages 113, solutions page 185 of manual. Available in Canvas.

#### **WEEK 10**

##### **Day 1 Success is also a Matter of Organizational Design (I)**

- Debate: “Success is also a matter of organizational design (I)”
- Film: “El Restaurante Dillons/Purnima”, in Kitchen Nightmares

##### **Day 2 Success is also a Matter of Organizational Design (II)**

- Debate: “Success is also a matter of organization design (II)”
- Film: “Un día en el Bulli”
- Activity 5. Evaluation: “Success is also a matter of organizational design—from the nightmare of Dillons-Purnima to the excellence of El Bulli”. Students will be required to respond to questions in written form (Word and PDF formats), questions available in Canvas. Due date available in Canvas

#### **WEEK 11**

##### **Day 1 How to Incorporate Client’s Vision: Process Management**

- Basic concepts of process management
- Process management implementation phases
- Process management and evaluation: EFQM Model of Excellence, Criterion 5
- Reading: Pages 115-134, Chapter 6. Process Management. Manual “Dirección de Empresas en Europa (Vázquez, A., 2017)”
- Knowledge Check, Chapter 6. Professor will share solutions in class from Knowledge Check, Chapter 5, from manual “Dirección de Empresas en Europa (Vázquez, A., 2017)”. Pages 143, solutions page 187 of manual. Available in Canvas

##### **Day 2 Excellence in Process and Organizational Management**

- Debate Session: “Excellence in management and organization of companies”.
- Documentary: “Process Management in Bacardi”
- Activity 6. Evaluation: “Process Management: Bacardi”. 10-item multiple choice quiz. Due date in Canvas

#### **WEEK 12**

##### **Day 1 Review**

- Review of course concepts in preparation for Final Exam. A Summary of topics will be available in Canvas.

##### **Day 2 Final Exam**

- Exam will comprise of 25 multiple-choice questions—13 questions will correspond to chapters 4-6 and 12 questions to application activities from chapters 4-6 of the course.

#### **Course Materials**



### **Course Manual**

- Dirección de Empresas en Europa. Autor: Adolfo E. Vázquez Sánchez. Edición: 2017. Publicación: Red de Impresión 2013 S.L. ISBN: 978-84-946196-7-0

### **Readings**

In addition to the course manual, the student can also consult the following recommended readings:

- Administración. Una perspectiva global y empresarial 14ª ed. Autores: Koontz, Harold; Weihrich, Heinz; Cannice, Mark. Edición: 2012 Publicación: McGraw-Hill. Madrid. ISBN: 9786071507594
- Administración y Dirección. Casos prácticos, Autores: Martín Jiménez, F., et Al. Edición: 2004. Publicación: Edición Digital @ tres, S.L.L., Sevilla. ISBN: 84-688-7942-8
- Modelo EFQM de Excelencia 2013. Autores: EFQM Edición: 2012. Publicación: EFQM. ISBN: 978-90-5232-674-6
- Gestión de la calidad: fundamentos, desarrollos y aplicaciones prácticas. Autores: Criado, F.; Calvo de Mora, A. Edición: 2003. Publicación: Edición Digital @ tres, S.L.L., Sevilla. ISBN: 8468845884
- Gestión de la Calidad y Diseño de Organizaciones. Teoría y Estudio de Casos. Autores: Moreno-Luzón. M.D., et al. Edición: 2001. Publicación: Ed. Prentice Hall. Madrid. ISBN: 84-205-2982-6
- La Estructuración de las Organizaciones. Autores: Mintzberg, H. Edición: 2005. Publicación: Ed. Ariel. Barcelona. ISBN: 84-344-6102-1
- Organización y Dirección de empresas. Autores: García-Tenorio Ronda, J. Edición: 2006. Publicación: Thomson Paraninfo, S.A. Madrid. ISBN: 9788497324564
- Teoría y Diseño Organizacional. Autores: Daft, Richard L. Edición: 2007. Publicación: Thompson Learning. 9ª Ed. México. ISBN: 9789706867537
- Teoría de la Organización. Un Enfoque Estratégico. Autores: Gales, L.; Anthony, W.; Hodge, B.J. Edición: 2003. Publicación: Ed. Prentice Hall. 6ª Edición. Madrid. ISBN: 84-205-3894-9
- Las organizaciones: comportamiento, estructura, procesos. Autores: Gibson, J.L.; Ivancevich, J.M.; Donnelly, J.H. Edición: 2006. Publicación: McGraw-Hill. 12ª Ed. Santiago de Chile. ISBN: 9701056191
- Experiential Exercises in Organizational Theory and Design. Autores: Baker, H.E. & Paulson, S.K. Edición: 2007. Publicación: Thomson Higher Education. 2nd Edition. ISBN: 9780324360103



- Gestión por Procesos. Autores: Pérez Fernández de Velasco, J.A. Edición: 2009. Publicación: ESIC Editorial. 3ª Ed. Madrid-. ISBN: 84-7356-588-2