



ENGAGE. EXPERIENCE. EMBRACE. EDUCATE.

CIEE Study Center in Seville, Spain

Course name:	EUROPEAN CORPORATE ORGANIZATION
Course number:	ECON 3008 SEBS
Programs offering course:	Liberal Arts, Advanced Liberal Arts, Business and Society and Communication, New Media and Journalism Programs
Language of instruction:	Spanish
U.S. semester credits:	3 credits
Contact hours:	45 hours
Term:	Spring 2018

COURSE DESCRIPTION:

The course deals with the manner in which organizations work on and analyzing two themes of utmost importance in order to fully comprehend their complexity: the behavioral aspects of those who form a part of an organization and how the structure of an organization influences the flow of information and the decision-making process. This course will reinforce the concepts developed in class by providing the student with a framework for analyzing business organizations by examining case studies of current Spanish and European organizations.

LEARNING OBJECTIVES:

The primary mission of the course is to present a model of the work carried out by managers that will stimulate the systematic reflection and ethical behavior of future business managers. The class' educational setting will facilitate continuous class discussion and active class participation on the part of the students.

The completion of these goals demands fulfillment of a wide range of learning objectives, including, but not limited to the following:

- Justify the need to study business administration and management
- Examine the concepts of culture, ethics, and social responsibility, and demonstrate their effects on professional management objectives Analyze the core of the manager's



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professional responsibilities: decision making, assisting in providing focus among individuals and groups in the decision making process, as well as the study of the support skills and techniques in groups decision making processes

- Examine the evolution of theories in leadership development
- Identify and define questions pertaining to structural design and its parameters
- Explore basic notions of Strategic Management: concept, process, and strategic levels
- Create a greater understanding of the distinct strategic focuses
- Define the importance of control, process, and the necessary instruments

METHODS OF INSTRUCTION:

The course will focus on assisting the student to develop his or her capacities as a manager, incorporating elements of cultural diversity, problem solving and decision making, and directing teams and interpersonal relationships through team leadership and motivation.

The course contents are divided into six topic modules – eight topics- in which the student will analyze the determining factors of success with respect to managing people and information.

Module I. Foundations

Module II. Team Management: analyzing problems, decision making and communication

Module III. Function of Planning and Control

Module IV. Function of Organization.

Module V. Managing personnel

Module VI. Family businesses management

ASSESSMENT AND FINAL GRADES:

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

Classroom participation	20%
Individual Assignments	30%



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First Exam	25%
Second Exam	25%

COURSE REQUIREMENTS:

Participation and projects: The professor will provide the student with a manual which will contain the majority of the materials necessary for the active participation of the student in class activities. The professor will address controversial and complex issues with the ultimate goal of encouraging discussion, debate and contrasting opinions in the classroom.

Individual assignments: Throughout the semester, the student will complete numerous individual assignments such as case studies, reading summaries, etc.

Each topic will be accompanied with at least one case study and reading that will serve to address the practical aspects of the course contents, as well as complementing the theoretical concepts presented in the classroom. A set of steps outlined at the beginning of each case will be used to examine and resolve each case, and will provide a practical component to the course material. The cases will also be utilized as a means to continuously evaluating the student's understanding of the subject matter, as well as a way to motivated the student's continuous active participation in the class. This method is also useful in facilitating student reflection and other 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.

Exams: There will be two written exams realized over the course of the semester. Written exams will contain a theoretical (70%) and practical component (30%).

Attendance policy: Regular class attendance is required throughout the program.

For CIEE classes, excessively tardy (over 15 minutes late) students must be marked absent, and the student should be reminded of the policy at the time of the infraction. Attendance policies also



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apply to any required co-curricular class excursion or event, as well as to Internship, Service Learning, or required field placement. Students who miss class for personal travel will be marked as absent and unexcused. No make-up or re-sit opportunity will be provided.

An absence in a CIEE course will only be considered excused if:

- a doctor's note is provided
- a CIEE staff member verifies that the student was too ill to attend class
- evidence is provided of a family emergency

Persistent absenteeism (students exceeding 10% of total course hours missed, or violations of the attendance policies in more than one class) may lead to a written warning from the Center/Resident/Academic Director, notification to the student's home school, and/or dismissal from the program in addition to reduction in class grade(s). Students with unexcused absences exceeding 20% of the total course hours will fail the course.

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 & 2. MODULE I. FOUNDATIONS

Theme 1. Managers and Management

- Introduction
- Concept of management
- General principles of management
- Management of businesses and quality

Case Study: “Santander Bank. Culture of Success and Parador Tourism. Business Excellency Model

Debate: Management excellence

Documental: “WORKING ON A DREAM: A Super Bowl Journal”.
<http://www.rtve.es/alacarta/videos/no-disparen-al-pianista/disparen-pianista-concierto-bruce-springsteen/538285>

WEEK 3. Module II. TEAM MANAGEMENT: LEADERSHIP AND TEAMWORK

Theme 2: Team Management (I): Leadership

1. Introduction
 - a. Leaders develop a mission, vision, values and ethics and act as role models.
 - b. Leaders define, supervise, revise and motivate to improve the management system as well as its output.
 - c. Leaders get involved with outside interest groups
 - d. Leaders reinforce a culture of excellence amongst team members
 - e. Leaders assure that the organization is flexible and manages change efficiently.

Debate: Leadership for excellence

Film: “INVICTUS”, Clint Eastwood based on the book by John Carlin ‘The Human Factor: Nelson Mandela and the Game that Changed the World’ 2010.

WEEK 4.

Theme 3: Team Management

1. Concept and types of groups
2. Characteristics and traits

3. Stages of development in teamwork
4. Leadership in teamwork
5. Basic skills for working in a team

Activities: Theme 3. Chapter 3 from the manual

Reading: “PENSAMIENTO DE GRUPO”

Film: “El Milagro (Miracle)”.

WEEK 5 MODULE III. MANAGEMENT OF A FAMILY BUSINESS

Theme 4. Management of a family business, a general overview

1. Introduction: Family business, a clandestine reality
2. A family business in Spain and the European Union
3. A family business: Concepts and Typology
4. Business and Family: the system of a family business
5. Professionalization of a family business
6. Government bodies of family businesses
7. Family protocol
8. **Succession planning for a family business**

Film: Stories of successful Spanish and European family businesses and fragments of the film “The Godfather”

WEEK 6.

Review

Midterm Exam

WEEK 7. MODULE IV. FUNCTION OF ORGANIZATION**Theme 5: Planning and Control**

- Concept of planning and types of plans
- The business environment
- Strategic planning
- Strategy and evaluation: criteria 2 of EFQM Model of Excellence

Debate: “¿Nuevas formas de competir y/o estrategias competitivas?”.

Film: fragments of “Coca Cola vs. Pepsi – Duelo de Titanes”. Nicolas Glimois (dir). 2002. “**Mensaje en una botella. La guerra de las colas**”. 60 minutes Documentary presented by Canal Sur Televisión (2006)

WEEK 8. MODULE V. PURPOSE OF AN ORGANIZATION**Theme 6: Foundations of Organization**

- Introduction
- Division of labor: business activities and staff
- Coordination
- The structure of the organization
- Criteria of grouping
- The size of the unit

WEEK 9**Theme 6 activities**

Case Study 1: COTTO

Case Study 2: “Un trabajo de chinos”

Case Study 3: EAFESA

Case Study 4: MINISTERIAL

Case Study 5: HOTELES HEARTBREAK

Case Study 6: FEUDALIA II

Debate: “El éxito también es cuestión de diseño”.

Film: Documentary. "Un día en el Bulli". David Pujol (Dir.). RTVE (2009)

WEEK 10

Theme 7: Management process

- Introduction
- Basic concepts of the management process
- Phases in the implementation process
- Management process evaluation: the 5 criteria of the EFQM Excellence Model.

Debate: Excelencia en Gestión y Organización de Empresas:

Film: “La Gestión por Procesos en Heineken” Documental presented by National Geographic Channel, about the Heineken Zoeterwouder megafactory in 2011.

WEEK 11. MODULE VI. MANAGING PERSONNEL II

Theme 8: The Management of Staff II: Motivation

- Introduction
- Management styles which support the strategy of the organization
- Develop knowledge and abilities of staff
- Personnel who fit the needs of the organization, are implicated and assume responsibility
- Effective communication
- Compensation, recognition and helping staff.

Debate: Management excellence and management of staff. Stories about successful Spanish and European businesses.

Film: "GLENGARRY GLEN ROSS".

WEEK 12

Review

Final Exam

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.



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- 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