La empresa familiar / Family business

Grado en Economía y Negocios Internacionales



UNIVERSIDAD NEBRIJA

SYLLABUS

Course: La empresa familiar / Family business Management

Degree: Grado en Economía y Negocios Internacionales

Type: Elective

Languages: English

Modality: In-Person and Online

Credits: 6

Year: 3rd

Semester: Spring Semester

Professors and contact information: Manuel Alvarez- malvarezsa@nebrija.es

1. COMPETENCIES AND LEARNING OUTCOMES

1.1. Competencies

Basic competencies
CB1 , CB2 , CB3, CB4, CB5

General competencies
CG6, CG7, CG8

Specific competencies
CE12, CE15, CE24 CE07

1.2. Learning outcomes

Upon completing this course, the student should be able to:

- Identify and understand the key elements of family businesses.
- Analyze real cases using theoretical concepts.
- Evaluate leadership models, communication dynamics, and conflict management in family contexts.
- Design improvement proposals for continuity and professionalization in family firms.

2. CONTENTS

2.1. Prerequisites

None.

2.2. Description

This subject starts with an introduction of the family business: concept, characteristics, types, life cycle, historical development and family-enterprise system: relationships, culture and values.
Secondly, it delves into the family business governance: governing bodies of the company, governing bodies and family communication and conflict.
Third, continuity and succession in the family business and the family protocol is studied, with management as the edge; with culture and professionalization of the family business as the main focus.
The course combines theoretical foundations with real cases and applied activities.

2.3. Covered Topics

• Family business definitions
• Family–business system
• Culture of family businesses: values, operating principles, and relationships
• Governance bodies
• Communication and conflicts
• Challenges faced by family businesses
• Leadership and vision
• Emotional intelligence and team cohesion in family businesses
• Management: strategy, culture, and professionalization of the family business
• Continuity and succession
• Family business protocol
• CSR in family businesses (Corporate Social Responsibility)

2.4. Individual / Group Assignments

During the course, some of the following activities, assignments, reports, or projects may be carried out, as well as others with similar objectives or nature:

Directed Activity 1 (AD1): Current events related to a family business.
Students, working individually, must select news items from different media outlets related to the assigned family business. Once the piece is selected, they must analyze the information and present in class the key and relevant points, linking their work to the concepts covered in class.

Directed Activity 2 (AD2): Harvard University Business Publishing case studies on family businesses and the challenges they have had to overcome.
Working in groups of 3 to 5 people, students must research a company that meets these criteria and present their work in class.

2.5. Learning Activities

In-Person Learning	Hours	Attendance %
AF1 Lecture / Theoretical Foundations	**45**	**100%**
AF2 Case Studies	**9**	**100%**
AF3 Tutorial	**9**	**100%**
AF4 Individual / Group Assignments	**18**	**0%**
AF5 Online Assignments	**6**	**50%**
AF6 Extracurricular Materials	**6**	**0%**
AF7 Self Study	**57**	**0%**

Online Learning	Hours	Attendance %
AF8 Online Lecture	**12**	**50%**
AF9 Online Case Studies	**12**	**0%**
AF5 Online Assignments	**48**	**0%**
AF6 Extracurricular Materials	**18**	**0%**
AF7 Self Study	**24**	**0%**
AF10 Online Tutorial	**12**	**100%**
AF11 Individual / Group Assignments	**24**	**50%**

Methodologies:
In-Person: MD1, MD2, MD3, MD4
Online: MD1, MD2, MD3, MD4

3. GRADING RUBRICS

3.1. Grades

Grades are calculated as follows:

0 - 4.9 Fail (SS)
5.0 - 6.9 Pass (AP)
7.0 - 8.9 Notable (NT)
9.0 - 10 Outstanding (SB)

The mention of "Matrícula de Honor" may be awarded to students who have obtained a grade equal to or greater than 9.0.

3.2. Evaluation criteria

Ordinary Session

Modality: In-Person

Evaluation Criteria	Percentage
S1 Attendance and Participation	10%
S2 Individual / Group Assignments	30%
S3 Midterm Exam (On-Site)	10%
S4 Final Exam (On-Site)	50%

Modality: Online

Evaluation Criteria	Percentage
S10 Participation (Forums and Supervised Activities)	10%
S2 Individual / Group Assignments	30%
S4 Final Exam (On-Site)	60%

Extraordinary Session

Modality: In-Person

Evaluation Criteria	Percentage
S2 Individual / Group Assignments	30%
S4 Final Exam (On-Site)	70%

Modality: Online

Evaluation Criteria	Percentage
S2 Individual / Group Assignments	30%
S4 Final Exam (On-Site)	70%

3.3. Restrictions

Minimum Grade
To be able to qualify for inclusion of the above evaluation criteria percentages in the calculation of the final grade, it is necessary to obtain at least a grade of 5.0 in the final test.

Attendance
Student who have missed more than 25% class meetings (unexcused) may be denied the right to take the final exam in the ordinary session.

Writing Standards
Special attention will be given to written assignments, as well as to exams, regarding both presentation and content in terms of grammatical and spelling aspects. Failure to meet the minimum acceptable standards may result in point deduction.

3.4. Plagiarism Warning

Nebrija University will not tolerate plagiarism under any circumstances. Reproducing content from sources other than a student's own work (the internet, books, articles, and peers' work, among others) without proper citation will be considered plagiarism.

If these practices are detected, they will be considered a serious offense, and the sanctions provided for in the Student Regulations may be applied.

4. BIBLIOGRAPHY

Required Reading

Basco, R. (2023). *Family business management*. Routledge.

Recommended Reading

Arora, A., et al. (2020). *Fast times: How digital winners set direction, learn, and adapt*. McKinsey & Company.

Meffert, J., & Swaminathan, A. (2017). *Digital @ scale: The playbook you need to transform your company*. John Wiley & Sons.

Robbins, S. P., & Judge, T. A. (2014). *Organizational behaviour*. Prentice Hall.