

**PEPPERDINE UNIVERSITY**  
**THE GEORGE L. GRAZIADIO**  
**SCHOOL OF BUSINESS AND MANAGEMENT**

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**DR. NELSON GRANADOS**  
**Lead Faculty**

**DR. KIMBER MADERAZZO**  
**Support Faculty**

**SPAIN/PORTUGAL GLOBAL BUSINESS**

**INTENSIVE COURSE SPRING 2017**

**COURSE**

Fully Employed: MBA – GSBM 693.23  
BSM – GSBM 485.23

**Pre-Departure Meeting (Mandatory)**  
**March 25 (9:00 a.m. – 5:00 p.m.)**  
**Pepperdine West LA Campus**

**Spain/Portugal Program April 23-29**

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Version: 03/23/2017

**SPAIN / PORTUGAL GLOBAL BUSINESS INTENSIVE  
COURSE APRIL 2017**

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**Course Objectives:**

1. To introduce students to a variety of practices related to doing business in another sovereign nation.
2. To develop the critical thinking and communication skills necessary to compete in a "flat world".
3. To familiarize students with doing business in Hispanic countries and Europe.

**Course Overview:**

Welcome to what I expect will be an exciting personal and professional learning experience in Spain and Portugal.

This course examines the forces powering the most successful organizations in Spain and Portugal, and explores opportunities and challenges for U.S. businesses wanting to cooperate and/or compete with those firms.

Against this backdrop, the topical coverage during our week in Spain and Portugal will include: an introduction to the Spain/Portugal business environment; entry strategies in Spain/Portugal; negotiating strategies; marketing to Spanish/Portuguese customers; direct and indirect investments in Spain/Portugal; understanding Spanish/Portuguese culture; and strategic management issues from a Spanish/Portuguese perspective.

## Grading

You must attend the pre-departure class on March 25 (9am-5pm, West LA campus). On-site seminar attendance and participation is required for all sessions, which includes all scheduled lectures and field trips. You must be on time and prepared. You must also conduct yourself in an appropriate manner during the entire seminar.

<b><u>Assignment</u></b>	<b><u>Credit</u></b>
Quiz / Team presentation – March 25, 2017	25%
On-Site Participation – April 23-29	50%
Reflection paper – May 10, 2017	25%

### **MARCH 25 PRE-DEPARTURE MEETING - REQUIRED READINGS**

*(Note: The Economist may restrict the number of articles you can view online without a paid subscription. So make sure if you access it once, print it or save it in your computer so you can go back to it.)*

#### **1) Europe**

All You Need to Know About Brexit

<http://www.bbc.com/news/uk-politics-32810887>

How Brexit Will Change the World

<http://www.politico.com/magazine/story/2016/06/brexit-change-europe-britain-us-politics-213990>

#### **2) Spain and Portugal: History, Economy, and Current Issues**

- a. History – Spain: <http://www.bbc.com/news/world-europe-17941641>  
<http://www.bbc.com/news/world-europe-17944958>  
Portugal: <http://www.bbc.com/news/world-europe-17758217>  
<http://www.bbc.com/news/world-europe-17760432>
- b. Economy – Hard times: <http://www.economist.com/news/europe/21693250-italy-and-portugal-are-leading-revolt-against-eu-austerity-sort-fudging-revolution>  
Banking - <http://www.eiu.com/industry/article/1063835290/bank-troubles-test-new-portugal-government/2016-01-08>
- c. Spanish Brexit? <http://www.economist.com/news/europe/21713341-region-plagued-corruption-and-unemployment-nationalists-may-not-win-their>

#### **3) Doing Business in Spain and Portugal**

- a. Business Etiquette – <https://www.communicaid.com/country/spain/>
- b. <http://www.strongabogados.com/business-culture.php>
- c. Doing Business Reports (OPTIONAL)  
Spain: <http://www.doingbusiness.org/~media/wbg/doingbusiness/documents/profiles/country/esp.pdf>  
Portugal: <http://www.doingbusiness.org/~media/wbg/doingbusiness/documents/profiles/country/prt.pdf>

## **TEAM PRESENTATION INSTRUCTIONS (Teams and assignment will be set on the day of the pre-departure meeting on March 25, 2017)**

Every student will be assigned to a team that will prepare and present in class one of the topics below. Prior to class, prepare for this exercise by reading all the required articles above. You will be graded based on the quality of the presentation, a team evaluation of your contribution, and possibly a quiz.

The presentations will be on the following topics for Spain and Portugal:

- Historical and political background
- Economy and business environment
- Culture and social norms
- Business etiquette and practical rules for success
- Spain/Portugal in the context of Europe

## **ONSITE PARTICIPATION**

Your presence is required in all course events in the schedule for the Chile program, including a preliminary meeting on Sunday, April 23 in the hotel lobby.

## **REFLECTION PAPER (Due May 10) - Choose one of the following 3 assignments**

### **1) Essay question**

Write an essay **no more than 8 pages double-spaced** to answer one of the following questions:

*Questions to-be-determined*

*Target:* Those of you who don't have concrete ideas or plans on doing business in Spain/Portugal, and who may find one of the questions above interesting to examine.

### **2) Blog**

Write a 600-650 word (approx. **2 double-spaced pages**, Times New Roman, 12 point font) blog style to be published in a blog site. While shorter in length than the journal summary, it will require condensing of powerful material, including pictures and videos. It should include content's that you value for both personal (what you learned outside the classroom) and professional (what you learned in the classroom and company visits) reasons.

*Target:* Those of you who would like to share your experience with current students, future students, and companies that may want to understand Global Programs for recruiting. Also those interested in learning how to blog effectively.

### **3) Management in Spain/Portugal Paper**

Write an essay **no more than 5 pages double-spaced** to reflect on your particular learning/professional objective to take the Spain/Portugal Global Program. Perhaps you are

interested in expanding your business to the Spain/Portugal market, or importing Spanish/Portuguese products or services to the US, or want to work in Spain, Portugal, or Europe.

**Condition:** *You must declare you are taking this option before the trip, and get approval from Dr. Granados*

*Target:* Those of you who already have a specific idea or plan as specified above.

## **Attendance Policy**

### **Pre-Departure Class**

Attendance at the pre-departure class on March 25 from 9am-5pm is mandatory. If you fail to attend the class and fail to work out an acceptable replacement session with the professor *you may be dropped from the course*. Please contact me asap if you have a schedule conflict ([nelson.granados@pepperdine.edu](mailto:nelson.granados@pepperdine.edu)).

### **On-Site Attendance Policy**

Attendance at all scheduled activities is **required** for this course. If you are unable to attend any scheduled activity due to injury or illness please let us know as soon as possible. ***Unexcused absences will lead to failing the course.***

## **Conduct**

Any behavior deemed, by and at the sole discretion of the faculty, inappropriate before, during or after any Seminar session, which includes all lectures and field trips, may be cause for dismissal from the course and/or a lack of satisfactory completion of course requirements and assignments, deemed so by and at the sole discretion of the faculty, may be cause for not receiving any Degree Unit Credit or Certificate of Completion

### **Policy on Disabilities**

The Disability Services Office (DSO) offers a variety of services and accommodations to students with disabilities based on appropriate documentation, nature of disability, and academic need. In order to initiate services, students should meet with the Director of the DSO at the beginning of the semester to discuss reasonable accommodation. If a student does not request accommodation or provide documentation, the faculty member is under no obligation to provide accommodations. You may contact the Director of Disability Services at (310) 506-6500. For further information, visit the DSO Web site at: <http://www.pepperdine.edu/disabilityservices/>

### **Code of Conduct**

“The University expects from all of its students and employees the highest standard of moral and ethical behavior in harmony with its Christian philosophy and purposes. Engaging in or promoting conduct or lifestyles inconsistent with traditional Christian values is not acceptable.

The following regulations apply to any person, graduate or undergraduate, who is enrolled as a Pepperdine University student. These rules are not to be interpreted as all-inclusive as to situations in which discipline will be invoked. They are illustrative, and the University reserves the right to take disciplinary action in appropriate circumstances not set out in this catalog. It is understood that each student who enrolls at Pepperdine University will assume the responsibilities involved by adhering to the regulations of the University. Students are expected to respect order, morality, personal honor, and the rights and property of others at all times. Examples of improper conduct for which students are subject to

discipline are as follows:

Dishonesty in any form, including plagiarism, illegal copying of software, and knowingly furnishing false information to the University. Forgery, alteration, or misuse of University documents, records, or identification.

Failure to comply with written or verbal directives of duly authorized University officials who are acting in the performance of assigned duties.

Interference with the academic or administrative process of the University or any of the approved activities.

Otherwise unprotected behavior that disrupts the classroom environment.

Theft or damage to property.

Violation of civil or criminal codes of local, state, or federal governments.

Unauthorized use of or entry into University facilities.

Violation of any stated policies or regulations governing student relationships to the University.

Disciplinary action may involve, but is not limited to, one or a combination of the alternatives listed below:

**Dismissal** – separation of the student from the University on a permanent basis.

**Suspension** – separation of the student from the University for a specified length of time.

**Probation** – status of the student indicating that the relationship with the University is tenuous and that the student's records will be reviewed periodically to determine suitability to remain enrolled. Specific limitations to and restrictions of the student's privileges may accompany probation.”

APPENDIX 1: TENTATIVE ITINERARY AS OF MARCH 23, 2017 – IT WILL CHANGE!!!

Pepperdine University, Madrid & Lisbon, April 23 - April 29, 2017

Sun, Apr 23, 2017		arrive Madrid	day 1
morning	arrive Madrid		own arrangements
	meet ISP Program Manager at the airport		
	transfer to hotel/ drop off luggage		bus transfer
	<b>lunch: own arrangements</b>		
3:00 PM - 3:00 PM	check-in Hotel Opera, Cuesta de Santo Domingo, 2 - 28013 Madrid, +34 91 541 28 00		hotel
4:00 PM - 6:00 PM	<b>cultural event: guided tour of Madrid</b> this tour will take you to some of the most spectacular locations of the city. Madrid offers travelers a unique modern infrastructure with a historic feel and a wide variety of landmarks and sites known as some of the world's best tourist attractions. The most notable landmarks include the Royal Palace of Madrid, home to the Spanish Royal Family, Buen Retiro Park, Villahermosa Palace and many more.		bus/walk
6:00 PM - 6:00 PM	return to hotel, OR		bus transfer
	<b>optional cultural event: Spanish cooking class. El Clasico dinner/event, or attend El Clasico</b> a wooden spoon in one hand, a glass of wine in the other, a group of friends or colleagues chatting and laughing - and all this around the kitchen fire in a 'feel home' cooking school. Is there a better way to have a good time?		sts pay individually
	return to the hotel		bus transfer

Mon, Apr 24, 2017		welcome to Spain!	day 2
	breakfast		hotel
11:00 AM - 11:00 AM	meet in hotel lobby, depart for visit		bus full day
12:00 PM - 1:00 PM	<b>lecture: general overview</b> <i>IE Business School (Instituto de Empresa)</i>		
	<b>lunch: own arrangements</b>		
afternoon	<b>case study: doing business in Spain: the ins &amp; outs &amp; everything in between</b> <i>Designit</i> management presentation, case study, discussion		
evening	<b>welcome dinner with flamenco show</b> see traditional flamenco being performed in its home country. Admire the passionate dancing, singing, and guitar playing, while tasting the traditional food.		bus transfer/restaurant

Tue, Apr 25, 2017		understanding the business environment	day 3
	breakfast		hotel
morning	<b>visit: The Spanish consumer: attitude, perception - changing brand</b> <b>Good Rebels</b> management presentation, discussion, tour of gallery		bus full day
	<b>lunch: own arrangements</b>		
4:00 PM - 6:00 PM	<b>visit: local success: brand consolidation and expansion strategies</b> <b>e.g. Cervezas La Virgen</b> discussion, tour of facilities		beer tasting
	rest of the day at leisure OR recommended activity: tour the Royal Palace and its representative interiors which are still used for head of state visits and other ceremonies.		
	<b>optional cultural event: rooftop walking tour</b> take a rooftop tour, savor the city's skyline, and watch the sunset from a bird eye's view. Explore the entire world of terraces and panoramas and relax with a refreshing drink on top of Madrid		sts pay individually

Wed, Apr 26, 2017		transfer to Lisbon, City of Seven Hills	day 4
	breakfast, check-out		hotel
morning	transfer to the airport		bus transfer
11:35 AM - 11:55 AM	flight to Lisbon (duration approx. 1hr 20min) 35 tickets, hand luggage max 8hg pp, check in luggage max 23kg pp		air - IB3110 M
12:00 PM - 12:30 PM	arrive Lisbon, transfer to hotel, store the luggage		bus transfer
1:30 PM - 2:30 PM	<b>lunch: own arrangements</b>		
3:00 PM - 3:00 PM	check-in Tivoli Jardim, Rua Júlio César Machado, 7/9 , 1250-135 Lisboa, Portugal		hotel
4:00 PM - 6:00 PM	<b>cultural event: guided tour of Lisbon</b> this tour goes through Chiado and downtown up to the Cathedral, the oldest quarter - Alfama, the Belém quarter, the Church of the Monastery of Jeronimos, the outside of the Tower of Belém and the monument to the Discoveries. During the tour you will have chance to taste Portugal's most famous and emblematic sweet: pastel de Belem, a small egg-tart pastry originating with 18th century monks at Jerónimos Monastery		bus/walk
6:00 PM - 11:00 PM	rest of the day at leisure recommended activity: walk through Lisbon's downtown - Baixa and check its elegant squares, pedestrianized streets, cafes, and shops		



Thu, Apr 27, 2017		market specifics	day 5
	breakfast		hotel
morning	<b>visit: Portugal on road to recovery post-bailout, but scars remain</b> <i>e.g. KPMG</i> management presentation, discussion		bus full day
11:00 AM - 12:30 PM	<b>visit: navigating through constantly and rapidly evolving environment</b> <i>Jeronimo Martins</i> <i>Ms. Sandra Pereira, Head of Knowledge</i> management presentation, discussion		
	<b>group lunch</b>		
afternoon	<b>visit: ingredients for maintaining the industry leadership</b> <i>e.g. DanCake</i> management presentation, discussion, tour of facilities		
	rest of the day at leisure recommended activity: hop on the tram 28 and discover Lisbon's hidden treasures		

Fri, Apr 28, 2017		new trends, new opportunities	day 6
	breakfast		hotel
10:00 AM - 11:30 AM	<b>visit: is Portugal becoming a start up nation?</b> <i>LX factory</i> management presentation, discussion, startup pitches		bus half day
	<b>lunch: own arrangements</b>		
afternoon	free to explore the city, OR		
	<b>optional cultural event: half day trip to Sintra</b> immerse yourself in the beauty of the mountainous region of Sintra; a World Heritage also called "glorious Eden." The town's landscape is lush with surrounding green forests, exotic flowers and elaborate palaces built centuries ago as summer retreats for the royal family. Leave the asphalt roads and all the asphyxiating comforts of civilisation far behind and head for the offbeat places hidden deep in the Sintra mountain range.		sts pay individually
evening	<b>farewell dinner in the traditional restaurant</b> enjoy the evening in cozy local restaurant and taste some of the traditional Portuguese specialities		bus transfer/restaurant
	return to hotel		bus transfer

Sat, Apr 29, 2017		depart for USA	day 7
	breakfast		hotel
morning	check-out, transfer to the airport		bus transfer
	depart for USA		own arrangements