I. Program Objectives

Cuba is one of the United States’ closest foreign neighbors, but for many in the U.S. Cuba remains shrouded in mystery because of long standing U.S. economic sanctions and travel restrictions. The purpose of this program is to provide Stern MBA students with a realistic and personal appreciation of the challenges of doing business in Cuba as well as potential opportunities arising from ongoing Cuban economic and political reform and changing U.S. – Cuban relations.
2. Program Content and Pedagogy

This program seeks to maximize the learning experience of participating Stern MBA students by offering academically challenging course content in realistic Cuban context. The program will include lectures by Cuban professors, field trips and talks by Cuban economists, subject matter experts, industry leaders and political officials.

The academic subject areas that will be covered include:

b. Cultural Context: Cuban peoples and culture.
c. Legal Context: U.S. trade and economic sanctions; Cuban regulation of foreign investment and business activities.
d. Economic Context: Cuban economy and economic reforms.
e. Present Business Context: U.S. business activities permitted with Cuba under current U.S. trade sanctions, including: Cuban informational materials (Cuban art, photography, music and cinema), licensed travel, food and agricultural products, medical supplies and telecommunication activities.
f. Potential Business Opportunities: Non-U.S. business activities in Cuba; potential economic opportunities with Cuban economic reforms and easing of U.S. trade sanctions.

U.S. Cuba Sanction Regulations require that the program offer a “full time” schedule of academic activities. The Regulations also permit the academic program to be complemented with social and cultural activities, which will give students a flavor of Cuban life, art, music, culture, and food as well as a personal connection to the daily experiences of Cuban people in light of ongoing economic and political reform. The regulations also permit non-programmed “free time”, which will give students the opportunity to explore and experience Havana on their own.

3. Program Requirements

a. Program registration is by application. To apply for this course, please read through this syllabus and submit an application online. Application due date is November 4, 2014 by 11:59 pm

b. Attend a five-hour pre-departure class at Stern on February 7, 2015 (This mandatory pre-departure class session will be held at Stern to review logistics, and discuss pre-trip work and participate in a preliminary academic lecture. The date, time and room for the session will be emailed to enrolled students). Students who are unable to attend the pre-departure class will not be permitted to participate in the Cuba program.

c. Attend all lectures, presentations and site visits during the academic program.
d. Actively participate in class discussions.

e. Complete the pre-departure assignment (described below), which will be due on **March 6, 2015 by 5:00 pm and must be submitted through NYU Classes** and will be processed through Turnitin software.

f. Complete the final assignment (described below) which will be due on **April 13, 2015 at 12:00 noon and must be submitted through NYU Classes** and will be processed through Turnitin software.

4. Grading

Students will be graded based on the following: 30% pre-departure assignment, 45% final paper, and 25% class participation.

All course requirements stated on the syllabus must be met to receive a passing letter grade.

5. Attendance Policy

Attendance and full participation is essential to the experiential learning for intensive, international programs. All students must attend all required sessions which may include lectures, speaker sessions and corporate visits. Attendance will be taken at every session on every day of the program. Required sessions are marked on the syllabus and reviewed at the Pre-Departure Class.

Due to the importance to the learning experience, failure to attend or arriving late to a required session will result in a lower final grade for the course. Arriving late or missing any session will result in the penalty of one notch down on the letter grade scale.

**Special Legal Note on Attendance:** Tourist travel to Cuba is not permitted under U.S. law. Students will be traveling to Cuba pursuant to a “General License” that authorizes travel to Cuba by students participating in a formal program for academic credit offered by a U.S. institution of higher education. U.S. Sanctions Regulations require that all students who travel to Cuba pursuant to this General License participate in the established “full time schedule” of academic activities. Intentional, unexcused failure of a student who travels to Cuba to participate in the established “full time schedule” of academic activities may expose the student to legal penalties enforced by the U.S. Department of Treasury.
1. First Assignment: Group Paper (35%)

**Due Date:** March 6, 2015 by 5:00 pm. The assignment must be submitted through NYU Classes and will be processed through Turnitin software.

**Description:** As part of the preparation for the Cuba program, the first assignment will be the creation of a briefing book containing useful information on each of the academic subject areas noted above (broken down here into 8 subcategories):

a. **Historical Context:** Cuban History and Cuban – U.S. relation.

b. **Cultural Context:** Cuban peoples and culture.

c. **Legal Context:** U.S. trade and economic sanctions; Cuban regulation of foreign investment and business activities.

d. **Economic Context:** Cuban economy and economic reforms.

e. **Present Business Context:** U.S. business activities permitted with Cuba under current U.S. trade sanctions, including:

   i. Cuban informational materials: (Cuban art, photography, music and cinema);
   
   ii. Communication (Licensed travel and telecommunication activities);
   
   iii. Food and agricultural products,
   
   iv. Medical equipment and supplies and humanitarian relief.

To create the briefing book, each assigned study group (see below) will be given one of the eight topics (a, b, c, d, e.i, e.ii, e.iii, or e.iv). Each group should approach the specific assignment as though they were developing a “country report” for a business or group of investors considering business opportunities in Cuba.

**Format:**

a. Length: 8 to 10 pages of text (not including end notes, bibliography, and any charts or graphs)

b. Font: legible font size; double spacing; 1” margins

c. Organization of the report: The report should have 3 major sections:

   - Executive summary; Main body; Conclusions

2. Final Assignment: Individual Paper (40%)

**Due Date:** April 14, 2014 at 12:00 noon. The assignment must be submitted through NYU Classes and will be processed through Turnitin software.
Description: Each student individually will be required to write a final paper. Evaluation will be based on the quality of the research, analysis, and application of knowledge acquired from the program.

Each student will choose one area of the Cuban economy where there is entrepreneurial activity: **Foods**: (sustainable agriculture, community gardens, restaurants/paladares, food imports and distribution); **Arts** (film, dance, music, art); **Medicine** (medical/ pharmaceuticals, including “green” medicine); **Tourism** (hotels, support infrastructure).

Students will be given additional free time to explore Havana on their own (see schedule of activities). Each student will combine field research in afternoons and evenings with a review of literature for the final paper.

We will provide a variety of informational websites on Cuba and optional readings for the students. Our host, the Ludwig Foundation, will provide lists of small businesses that students can visit (paladares, artist shops, music venues, dance events, etc.,) and other activities they can experience. Ludwig Foundation staff will also lead several optional trips in afternoons and evenings.

Format:

a. Length: 10 to 12 pages of text (not including end notes, bibliography, and any charts or graphs)

b. Font: legible font size; double spacing; 1” margins

3. Class Participation (25%).

Lead Instructor: Professor Robert F. Roach

Robert F. Roach is currently an Adjunct Professor of Business Ethics in the NYU Stern School of Business MBA program where he teaches Professional Responsibility. Prof. Roach also teaches Ethics, Risk and Decision Making in the Engineering Department at NYU in Abu Dhabi. He is also works with the NYU-Poly Center for Interdisciplinary Studies in Security and Privacy (CRISSP).

Previously, Prof. Roach held academic appointments at William and Mary School of Law (civil rights, mental health law, advanced trial advocacy), Cardozo Law School (trial advocacy intensive), and John Jay College of Criminal Justice (constitutional law). Prof. Roach also serves as the Vice President and Chief Global Compliance
Officer at New York University and is a member of NYU’s Office of the President and the University's Leadership Team. As Vice President and Chief Global Compliance Officer, Mr. Roach developed and oversees NYU’s global ethics, compliance and enterprise risk management programs.

Co-Instructor: Susheela Raghavan

Susheela Raghavan served for seven years as Adjunct Professor in Food Science & Technology in the NYU Department of Nutrition, Food Studies and Public Health, where she developed the Food Science and Technology course curriculum and a food product development laboratory for nutrition, food studies and culinary majors. She has written four books and numerous articles on food product develop, food and culture, and global cuisine, including Cuban, Caribbean and Latin American cuisines.

In addition to her academic work, she has worked with numerous international food companies on developing ethnic cuisines and flavors, such as Nestle and BASF (now Givaudan Roure). Susheela has also worked around the world on social development projects, including community-based food production facilities, training on microbiology and food and water sanitation, and family nutrition.

Susheela is also an entrepreneur with a line of spice blends available in Whole Foods markets and other supermarkets and specialty stores.

1. Study Groups

Before the Pre-Departure Class, the instructors will create study groups of about 5 students per group and will give each group its pre-trip assignment topic.

2. Laptops, Tablets and Wireless Handheld Devices

While students are permitted to bring their laptops and wireless handheld devices to Cuba, they are not necessary for the program and you will not be able to access the Internet or wireless telephone and data services with them in Cuba. While some hotels have computers with Internet service, it is possible, if not likely, that these services will not function when you want to use them. (Common refrain at all hotels in walking distance: “The internet is not working today, but surely it will be working tomorrow ....”). So please inform friends, family, employers, etc. that they should not expect to text, call, email or “friend” you while you are in Cuba. Emergency contact information will be provided prior to departure in case you need to be contacted in emergency circumstances. Also, please note that electrical service in Cuba is subject
to periodic rolling blackouts and the electric current can be variable and unkind to expensive laptops.

If you are technology minded, do not bring more than one laptop to Cuba. Only one computer per person is permitted and Cuban Customs Officials may seize additional computers upon entry into Cuba (to discourage “black market” sales of electronic devices).

Hotels generally have reliable telephone service to the U.S.

3. Cuban Campus: The Program will be hosted by the Ludwig Foundation of Cuba http://www.aflfc.org/eng/whoweare/ludwig.html

4. Stern Code of Conduct

All students on this course are expected to abide by the Stern Code of Conduct.

The guidelines and policies embedded in the Code are designed for everyone's safety and learning. One person’s actions or behavior should never negatively impact another student’s experience, inside or outside of the classroom, or tarnish the reputation of the class and school.

If you think that someone in the group is violating the Code, please inform the person or speak with the instructor or Stern administrator. You are not expected to police your peers...but you are encouraged to speak up so that we all are able to learn and enjoy the experience.

Code of Conduct violations can be reported to and handled by the MBA Judiciary Council upon return to Stern.

NYU Stern Code of Conduct: http://www.stern.nyu.edu/StudentActivities/Involved/CodeofConduct/index.htm

Special Note on Plagiarism:

The Stern Code of Conduct requires students to exercise integrity in all aspects of our academic work including, but not limited to, the preparation and completion of exams, papers and all other course requirements by not engaging in any method or means that provides an unfair advantage.

Clearly acknowledge the work and efforts of others when submitting written work as our own. The incorporation of the work of others--including but not limited to their ideas, data, creative expression, and direct quotations (which should be designated with quotation marks), or paraphrasing thereof--must be fully and appropriately referenced using notations both in the text and the bibliography.
Submitting the same or substantially similar work in multiple courses, either in the same semester or in a different semester, without the express approval of all instructors is strictly forbidden. Limited quoting or paraphrasing from previous work is permissible so long as we clearly identify and reference, as we would the work of another, any quoted or closely paraphrased passages of our own previously written work, whether published or submitted for course credit at Stern or at any other institution.

All written assignments in the program must be submitted through Turnitin, an academic plagiarism checking technology.

5. Student with Disabilities

If you have a qualified disability and will require academic accommodations during this course, please contact the Moses Center for Students with Disabilities (CSD, 212-998-4980) and provide MBA Academic Affairs with a letter verifying your registration and outlining the accommodations they recommend.

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<th>PROGRAM COSTS</th>
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1. Stern tuition for 1.5 credits

2. Program Fee: $2,600.00

The program fee for the course includes covering the following items provided to all students in the course:

- Airfare to/from Miami FL and Havana Cuba
- Cuban visa and mandatory health insurance fees
- Double Occupancy Accommodation (hotel TBD) in Cuba, including breakfast
- Airport Hotel in Miami the night prior to departure
- Field Trips
- Transportation between hotel and Ludwig Foundation Campus
- 2 group lunches
- 2 group dinners

Program Fee Payment Due: December 15, 2015
Last Day to Drop with Program Fee Refund: Monday, December 15, 2015
3. Additional Expenses to be Covered by Student:

- Airfare to/from Miami, FL. (Depending on the flight schedule from Miami to Havana, students may wish to fly to Miami the night prior to departure.)
- Personal expenses (including free time expenses such as entertainment, and lunches and dinners not covered by the program fee)

LOGISTICS

1. Travel Arrangements

U.S. Sanction Regulations require all travel to/from Cuba to be arranged through licensed travel agencies. NYU has chosen an experienced agency with a long and positive history of arranging educational trips for students to Cuba. The agency will also arrange for all hotel accommodations in Cuba and all required transportation. Payment for all accommodations and logistics must be made at least 60 days prior to departure.

The flight to/from Cuba will be on an authorized charter airline from Miami. Travel to/from Cuba by any other means is not permitted. All students in the course are required to travel to/from Cuba on the chartered flight arranged by the travel agency – no exceptions.

Special Note on Cuban Entry/Exit Law:

Attempts to enter or exit Cuba illegally are contrary to Cuban law and are punishable by stiff jail terms. Entering Cuban territory, territorial waters or airspace (generally within 12 nautical miles of the Cuban coast) without prior authorization from the Cuban government may result in arrest or other enforcement action by Cuban authorities. Immigration violators are subject to prison terms ranging from four years to 30 years.

2. Entry/Visa Requirements

The travel agency will arrange for Cuban entry visas to be issued for all participants in the program and required Cuban health insurance coverage.

All students must ensure that they possess a passport valid for at least six months from date of departure.
Special Note on Cuban Law for Persons Born in Cuba or of Cuban Heritage:

The Government of Cuba does not recognize the U.S. nationality of U.S. citizens who are born in Cuba or the U.S. nationality of those born in the U.S. to Cuban parents.

These individuals will be treated solely as Cuban citizens and may be subject to a range of restrictions and obligations, including military service. The Cuban government requires U.S.-Cuban dual citizens ("dual nationals") to enter and depart Cuba using a Cuban passport. Using a Cuban passport for this purpose does not jeopardize one’s U.S. citizenship; however, such persons must use their U.S. passports to enter and depart the United States. Although the Cuban government lifted its exit permission requirement for most Cubans in January 2013, in some instances, dual nationals may be required to obtain exit permission from the Cuban government in order to return to the United States. There have been cases of dual nationals being forced by the Cuban government to surrender their U.S. passports.

Dual nationals should be especially wary of any attempt by Cuban authorities to compel them to sign “repatriation” documents. The Government of Cuba views a declaration of repatriation as a legal statement on the part of the dual national that she/he intends to resettle permanently in Cuba. In several instances, the Government of Cuba has seized the U.S. passports of dual nationals signing declarations of repatriation and has denied these individuals permission to return to the United States.
Stern Havana Trip Spring 2015: Final Assignment and Proposed Schedule.

Class Final Assignment: Students will be given additional free time to explore Havana on their own (see draft schedule below).

Each student will choose one area of the Cuban economy where there is entrepreneurial activity: **Foods**: (sustainable agriculture, community gardens, restaurants/paladares, food imports and distribution); **Arts** (film, dance, music, art); **Medicine** (medical/ pharmaceuticals, including “green” medicine); **Tourism** (hotels, support infrastructure). Each student will combine field research in afternoons and evenings with a review of literature for the final paper.

We will provide a variety of informational websites on Cuba and optional readings for the students. Ludwig Foundation will provide lists of small businesses that students can visit (paladares, artist shops, musicians and dance events, etc.) and other activities (dances, music, baseball etc.) they can experience. Ludwig Foundation staff will lead several optional trips in afternoons and evenings. We can also provide a list of books and articles as optional pre-trip readings.

Class Schedule (Subject to change)

**Saturday, February 7, 2015**
At NYU Stern, Washington Square  
Morning: Havana Trip Orientation  
Afternoon: Screening of the movie *Una Noche* and discussion with Director/Producer

**Friday, March 13, 2015**  
Individual student travel to Miami  
Check in Airport Hotel and evening social meet up

**Saturday, March 14, 2015**  
Departure from Miami Airport. Group Check-in  
11:00 am: Arrival at Havana airport  
12:00 - 1:30 pm: Lunch at Al Ajibe (Good intro to Cuban food!)  
Visit to Ludwig foundation, 2:00-3:00 pm: Professor Elmo Hernandez on Cuban Culture  
3:30 pm: Check into Hotel Nacional  
*Afternoon and evening free to explore and have dinner (list of restaurants will be provided by Ludwig foundation)*
Sunday, March 15, 2015
9:30 am-12:00 pm: Wilfredo from Ludwig Foundation: Lecture on history of Cuba with guided tour of Old Havana, UNESCO World Heritage Site.
12:00-1:30 pm: Welcome lunch
Return to Ludwig Foundation
2:00 – 3:00 pm. Professor Jorge Mario Sanchez: Lecture on current economic conditions in Cuba, including overview of new legislation and economic conditions for development of Cuentas propistas (private sector development)
Afternoon and evening free for independent research

Monday, March 16, 2015
9:30 am - 12:00 pm: Professor Pavel - tour of economic development projects, including barber and hairstylists, artist shops, private restaurants/paladares; community gardens
12:00 -1:30 pm: Lunch and discussion with private restaurant owner on the entrepreneurial challenges and opportunities of running a paladar (private restaurant).
2:00 – 3:00 pm: Visit to U.S. State Department Cuban Interest Section
Afternoon and evening free for independent research

Tuesday, March 17, 2015
9:30 am to 1:30 pm: Cuban Cuisine: Susheela Raghavan and local Cuban chefs at Arte Chef with lunch included
2:00-3:00 pm: Bob Roach: US trade sanctions on Cuba
Afternoon and evening free for independent research

Wednesday, March 18, 2015
9:30 am-12:00 pm.: Lecture by Professor Estela Bravo and screening of her award winning documentary “Fidel” and documentary “Fidel and Mandela”. Lecture at Casa de Las Americas.
Lunch in Vedado
2:00-3:00 pm: Cuban professor on Race Relations in Cuba or the Status of Women and Sexuality in Cuban Society.
3:00-4:00 pm: Malposa Dance Company: performance, lecture by Professor Fernando Saez, and discussion with artists on entrepreneurial challenges and opportunities for private dance companies in Cuba.
Afternoon and evening free for independent research

Thursday, March 19, 2015
8:00-11:00 am: Las Terrazas (UNESCO sanctioned Biosphere Reserve) as sustainable tourism destination; Clinica Las Terrazas-provides rural medical services
11:00 am-4:00 pm: Depart to Professor Fernando Funes’ organic farm for lunch, lecture regarding entrepreneurial challenges and opportunities of running an ecologically sustainable organic farm, and farm tour.
Evening free for independent research
Friday, March 20, 2015.
9:00 am–10:00 am: Tanja Buwalda, Esencia Group: Lecture and discussion regarding the entrepreneurial challenges of running a tourism business in Cuba.
10:30 am–12:30 pm: Finlay Institute speaker on the pharmaceutical industry in Cuba
Afternoon and evening free for independent research
7:30 pm: Farewell Dinner

Pack up to leave for Matanzas and Varadero beach next morning

Saturday, March 21, 2014
8:00 am: Leave for Matanzas. Tour and lecture on Matanza’s history (Cuban faculty t/b/d) including visit to book publisher and discussion regarding the entrepreneurial challenges of running a publishing business in Cuba.
12:00-1:30 pm: Arrive at Varadero Beach and Lunch at Xanadu Mansion
1:30-2:30 pm: Professor Tony Diaz: Introduction to the Cuban Hotel industry with focus on the role of international joint venture hotels, competition, hotel development and financing.
Afternoon and evening free for independent research

Sunday, March 21, 2014
8:00 am: check out and transfer directly to Havana airport for departure