NYU Stern School of Business &
IE Business School

Doing Business in Spain
B86.3115.0A

Madrid, Spain
November 22 – 26, 2011

Dates
- Tuesday, October 12, 2010 (5:00-5:45 p.m.)
  - Mandatory Pre-Departure Class Session at Stern
- Sunday, November 21 - Friday, November 26, 2011
  - 4-day program, including 3 days of academia and 1 day of optional non-academic programming.
Course Description

Course Requirements
- Stern Pre-Departure meeting attendance
- Attendance to all lectures, presentations and site visits in Madrid during the academic program.
- Active participation in class debates and cases. *Students are expected to be prepared for each activity and participate in all discussions. Active and thoughtful participation is an essential and integral part of your performance appraisal.*
- Complete course deliverables

Grading
Professors will grade the students based on the following *(course distribution is an example)*:
- 40% pre-trip project assignment
- 40% final group project – 6-page paper
- 20% class participation

Attendance is required to all mandatory sessions noted on the final Course Schedule.

DBi courses are developed by Stern in collaboration with the partner school. As such, DBi courses follow the same grading policies of all Stern courses. Letter grades are given and recorded on the student’s Stern transcript. The final grade is calculated into the Stern GPA. All course requirements stated on the syllabus must be met to receive a passing letter grade. Assignments are graded by the host school faculty. Final credit will be awarded once the official transcript is received from the school abroad.

Students who fail a DBi course will not receive credit and must make up these credits through additional coursework at Stern.

The students’ work will be evaluated based on the following. *(This one is listed as an example):*

<table>
<thead>
<tr>
<th>Grade</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
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<tr>
<td>B</td>
<td>3.0</td>
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<tr>
<td>B-</td>
<td>2.7</td>
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<tr>
<td>C+</td>
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<tr>
<td>C</td>
<td>2.0</td>
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<tr>
<td>C-</td>
<td>1.7</td>
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<tr>
<td>D</td>
<td>1.0</td>
</tr>
<tr>
<td>F</td>
<td>0.0 (Failure)</td>
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</table>
Attendance at all required events: Please be advised that attendance is mandatory at all classroom lectures and corporate visits. Not attending a required session will result in a failing grade.

Mandatory Pre-Departure Class Session
A mandatory pre-departure class session will be held on Tuesday, October 12, 2010 from 5:00-5:45PM at Stern in KMC X to meet in study groups, review logistics, and discuss pre-trip work. Room for session will be emailed to enrolled students prior to date. Students that are unable to attend the pre-departure meeting will not be permitted to participate in the DBi Spain program.

Course Deliverables
Final presentations, assignments, and projects are currently being developed.

If there is a pre-trip assignment, groups will email their work to the DBi Spain course director and MBA International Programs (intl@stern.nyu.edu) by Monday, October 25, 2010.

Academic and Classroom Information

Course Materials
Materials will consist of articles and case studies which will be provided to students either in advance of the course start date or upon arrival.

Study Groups
Study groups and any pre-trip assignment topics will be pre-assigned in groups of X students (at the discretion of the Partner School) before Month Year Pre-Departure Meeting.

Laptop and Wireless Handheld Devices Policy
While students are encouraged to bring their laptops to work on their presentation, laptops are not allowed in the classrooms. Wireless Handheld Devices (Blackberry, Palm, Cell Phones, etc.) are not permitted in the classrooms. Please respect the professors and the partner school by adhering to this policy.

Honor code/Code of Conduct
It is a requirement that students adhere to the MBA Honor Code and Code of Conduct. Every student is obligated to report to the Academic Affairs administrator in charge on the DBi program any suspected violation of the code that he or she has observed. http://w4.stern.nyu.edu/scorp/committee.cfm?doc_id=4797 Code of Conduct violations will be reported to and handled by the MBA Judiciary Committee upon return to Stern.

Student with disabilities
If you have a qualified disability and will require academic accommodation during this course, please contact the Moses Center for Students with Disabilities (CSD, 998-4980) and provide MBA International Programs with a letter from them verifying your registration and outlining the accommodations they recommend. If you will need to take an exam at the CSD, you must submit a
completed Exam Accommodations Form to them at least one week prior to the scheduled exam time to be guaranteed accommodation.

Please Review All DBI Program Policies
Please review all of the DBI Program policies and procedures posted online at the MBA International Programs’ website at:
http://www.stern.nyu.edu/mba/international/DBI_Program/DBI_Overview.htm

Cost Breakdown

Costs for Program
1. Stern tuition for 3 Credits
2. DBI Program Fee for Spain = $1300
   Includes:
   ● Accommodation with breakfast for 5 nights (list occupancy)
   ● Corporate visits with transportation
   ● 2 group trips with transportation
   ● 1 group lunch
   ● 2 happy hours
   ● 2 group dinners
   ● Course materials distributed by Partner School
3. Additional Expenses to be Covered by Student (EXCLUDED from DBI Program Fee)
   ● Airfare
   ● Transport to/from airports
   ● 3 lunches
   ● 3 dinners
   ● Public transportation fare (unless otherwise noted)
   ● Entertainment
   ● Personal expenses

Accommodations
Lodging and breakfast is included in the DBI program fee. Student accommodation will be at X, in single or double accommodation. Amenities are usually listed. Lodging is for arrival on Month, Day, Year and for departure on the morning of Month, Day, Year. Accommodation details are provided at the following website:
Partner School to provide information.

Meals
Breakfast is provided by the hotel and included in the DBI program fee. One group lunch and two group dinners are included in the program. All other lunches and are on your own and are not included in the DBI program fee. Other meals are readily available for students to buy in the surrounding area.

Group Events
Fees and transportation for the city tour and cultural excursions are included in the DBI program fee.
Travel Information

Transportation to/from Host City
Students must arrange and pay for their transportation to/from City, Country and to/from the airport. Students must arrive at the hotel on Sunday, November 21, 2010 and plan to depart from the program on the morning of Friday, November 26, 2010. Students are free to travel independently before or after the course at their own expense.

- *To Corporate Visits:* Transportation to and from all corporate presentations is included in the DBI program fee.
- *To Group Events:* Group program activities include transportation, and it is included in the DBI program fee.
- *To Personal Activities:* Not included in the DBI program fee. At student’s expense.

Visa
Spain tourist visas are not required for United States citizens for a stay up to 90 days. International Students please check the website: http://spain.visahq.com/.

*Note:* It is the student’s responsibility to apply and receive the appropriate visas for their passports in a timely manner for the course. Refunds are not provided for those students who fail to secure their visas.

International Students
International students must contact OISS regarding their travel plans and must attend an OISS “Travel Workshop.” Also, visit the OISS website “Immigration & Employment”: http://www.nyu.edu/osl/oiss/immigrationEmploy/travelInstructions.html

Questions
MBA International Programs
intl@stern.nyu.edu
KMC 6-120

Telephone: (212) 998-0771
Fax: (212) 995-4606

Office Hours:
Monday - Friday: 9:00 a.m. – 5:00 p.m.

Walk-in Hours:
Monday – Thursday: 12:00 – 1:00 p.m.; 4:00 – 5:00 p.m.
Appointments: 24 hour in advance
<table>
<thead>
<tr>
<th></th>
<th>Sunday November 21</th>
<th>Monday November 22</th>
<th>Tuesday November 23</th>
<th>Wednesday November 24</th>
<th>Thursday November 25</th>
<th>Friday November 26</th>
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<tbody>
<tr>
<td>9:30 – 11.00 h.</td>
<td></td>
<td>Campus Tour and Welcome Coffee</td>
<td>The European Welfare State in Transition</td>
<td>Entrepreneurship in Europe</td>
<td>Company Visit</td>
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<tr>
<td>11:00 – 11:30 h.</td>
<td>Independent Arrival in Spain</td>
<td>Inauguration</td>
<td>Coffee Break</td>
<td>Coffee Break</td>
<td>Hotel Check-out 12 p.m.</td>
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<tr>
<td>11:30 – 13:00 h.</td>
<td></td>
<td>The European Welfare State in Transition</td>
<td>The Political Development of the European Union</td>
<td>Entrepreneurship in Europe</td>
<td></td>
<td>Independent travel or return to the U.S.</td>
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<tr>
<td>13:00 – 14:30 h.</td>
<td>Hotel Check-in Hotel Check-in 3 p.m.</td>
<td>Move Group Lunch to here?</td>
<td>Lunch on Own</td>
<td>Lunch on Own</td>
<td>Group Lunch at Barril &amp; Botella</td>
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<tr>
<td>14:30 – 16.00 h.</td>
<td>Guided City Bus Tour Time/Meeting Place?</td>
<td>The Transformation of the Spanish Economy</td>
<td>The Economic &amp; Regulatory Model of the European Union</td>
<td>Value Creation and Strategic Change</td>
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<tr>
<td>16:00 – 16:30 h.</td>
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<td>Coffee Break</td>
<td>Coffee Break</td>
<td>Coffee Break</td>
<td>Coffee Break</td>
<td></td>
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<tr>
<td>16:30 – 18:00 h.</td>
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<td>The Transformation of the Spanish Economy</td>
<td>Company Visit</td>
<td>Value Creation and Strategic Change</td>
<td>National Champions in Global Markets</td>
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<td>Evening</td>
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<td>Welcome Happy Hour - Restaurante 5 J</td>
<td>IE Mixer Reception</td>
<td>Free Night</td>
<td>&quot;Casa Patas&quot; Flamenco Restaurant</td>
<td>Farewell Dinner Donosttierra Asador</td>
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*Doing Business in Spain and the European Union, 2010*

Tentative Course Syllabus (Subject to Change)