MGMT 890
Competitive Advantage in the Leisure Industries:
Portugal and Spain

Faculty:
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Location: Madrid, Spain, and Porto, Portugal
Dates: March 3-7, 2019

The leisure industries—travel, hospitality, entertainment, gastronomy—account for one fifth of
the economy. This class offers the opportunity to learn about the competitive advantages that
countries and companies have developed to become global players. The class consists of
lectures, workshops, interactive case discussions, and company and government visits.

Grading criteria:

Students will be given a letter grade, unless they choose the pass/fail option.

- 35% class participation. Students are expected to attend all classes.
- 15% participation during presentations by guest speakers and site visits. Students are
  expected to attend all corporate visits.
- 50% individual final paper. Students should choose a topic related to the course and write
  a paper of approximately 20-25 double-spaced pages in length (excluding references,
tables, figures and the like). A one-page description of the paper topic is due March 16.
The paper itself is due on ***April 10***. The paper should include: an abstract, an
introduction, a main body with a conceptual framing and empirical data, and a
conclusion. References should be included either in footnotes or at the end of the paper.
Please note that the paper should not be about your experiences during the trip, or a diary
of the trip, but rather a systematic analysis of a topic of your choice that has to do with
the leisure industries in Spain and/or Portugal.

Required readings:

- All readings listed on this syllabus are required and must be completed prior to their
discussion in class.
They are available from our Canvas website under Files\Readings.
About the Instructors

Emilie R. Feldman is an Associate Professor of Management at the Wharton School of the University of Pennsylvania. She graduated magna cum laude from Harvard College, where she studied Economics and French Literature, and she received her MBA and DBA in Strategy from the Harvard Business School. Her research focuses on corporate strategy and governance, with particular interests in the internal functioning of diversified firms and the role that divestitures, spinoffs, and mergers and acquisitions play in corporate reconfiguration. In addition, she is a certified sommelier, having received her Diplôme Oenotropae from the Wine School of Philadelphia. Her personal website is at: https://mgmt.wharton.upenn.edu/profile/feldman/

Mauro F. Guillén is the Director of the Joseph H. Lauder Institute for Management & International Studies, and the Zandman Professor of International Management at the Wharton School. His current research deals with the impact of globalization on cross-national patterns of organization and innovation, and with the international expansion of the emerging-market multinationals. His most recent books are The Architecture of Collapse: The Global System in the 21st Century, and The New Multinationals: Spanish Firms in a Global Context. He is a member of the expert network of the World Economic Forum, and the winner of the Aspen Institute’s Faculty Pioneer Award. He is a trustee of the Royal Foundation of Spain. His personal website is at: http://www-management.wharton.upenn.edu/guillen/
SCHEDULE OF CLASSES & VISITS

***All speakers and site visits subject to change***

Sunday March 3

6:00-8:00 pm
Introduction to the Spanish and Portuguese Economies (Guillén)
Reception
Hotel Meeting Room

Monday March 4

Morning:
Visit to the Spanish government’s Export and Investment Promotion Agency.
Visit to the Royal Academy of Gastronomy.

Afternoon:
Lecture by gastronomy critic for El País (gastronomy critic).
Lecture on the Spanish wine exporting industry.
Visit to Hoteles Meliá (largest resort hotel chain in the world).

Tuesday March 5
Board bus to the Toro region (about 2.5 hours).
Visit of two wineries in the Toro wine county.
Board bus to Porto (about 3 hours).

Wednesday March 6
Presentation: The Wine Business (Feldman)
Visit to Douro River vineyards.
Visit to smaller Port winery.
Visit to Graham’s.
Dinner at restaurant Vinum.

Thursday March 7
Case discussion: The wine industry (Feldman)
Wrap Up
Class will end at 1 pm.