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

DR. MARGARET E. PHILLIPS
MBAM 698.11
STUDY TOUR:
DOING BUSINESS IN MEXICO

SUMMER TRIMESTER 2004, SESSION A
MAY 10; MAY 29 – JUNE 1

ESTADO DE BAJA CALIFORNIA, MEXICO

SYLLABUS
STUDY TOUR: 
DOING BUSINESS IN MEXICO 
MBAM 698.11 — SUMMER TRIMESTER 2004 – SESSION A

Professor:  Dr. Margaret E. Phillips 
Associate Professor of International Business
Office Address: GSBM, Drescher Graduate Campus. Room 340
Telephone:  Office/voice mail:  310 - 506-4089
Home:  310 - 828-5823 (9 a.m. - 9 p.m., please)
E-mail Address:  margaret.phillips@pepperdine.edu
Office Hours:  by phone and by appointment
eRoom:  See GraziadioNet Portal Page for MBAM 698.11 — 
read in advance of first class meeting for additional instructions
CHECK eROOM FOR UPDATES OF SYLLABUS & TOUR SCHEDULE

ATTENTION STUDENTS INTENDING TO ENROLL:

➤ YOU MUST HAVE A VALID PASSPORT
➤ IF YOU ARE NOT A U.S. CITIZEN, YOU WILL NEED CERTAIN DOCUMENTATION 
(SEE “REQUIRED DOCUMENTATION” ON PAGE 2)
➤ IF YOUR PASSPORT IS FROM CHINA, IRAN, OR PAKISTAN, PLEASE CONTACT DR. PHILLIPS IMMEDIATELY.
➤ YOU MUST REGISTER FOR THE STUDY TOUR SEPARATELY FROM ENROLLING 
in the COURSE.
➤ ENROLLMENT IS LIMITED TO 18 STUDENTS.

Registration and Non-refundable Deposit Due April 5, 2004
Registration forms on the web at: http://bschool.pepperdine.edu/globalprograms/fulltime_studytour.html

Contact Person for reservations:
Geri Jabara
Project Manager, International Programs
Tel: 310-506-4011;  email: geri.jabara@pepperdine.edu

Course Description
The purpose of this course is to enable students to learn primarily about international business in 
an intensive format. Students will learn from lectures, projects and field visits under the 
guidance of a GSBM faculty member and will submit a final report with conclusions and 
recommendations based upon the subject matter of the course. The Study Tour course may be 
repeated in another venue. (2 units)

Proposed topics include:
Management and organizations in Mexico; Mexican organizations in cross-cultural context; NAFTA; maquiladora organizations; manufacturing operations management; the border 
economy, and international trade. In addition, the course will include briefings, panel sessions, 
and visits to the facilities and with the manager of a film production company, beverage bottling 
plants, an international port, and several different in-bond manufacturing organizations in the 
vicinity of the US-Mexican Border.
Texts and Course Materials

- Other readings and handouts assigned in the Course Schedule section of this syllabus.
- Web pages related to Mexican business situation.

Study Tour Fees

Double-occupancy room: $500.00

Study Tour charge covers:

- Hotel and 5 meals
  - 3 nights at Hotel Lucerna Tijuana (all study tour participants must stay at this hotel),
  - Sunday/Monday/Tuesday breakfasts, Monday box lunch; Monday night dinner
- Transportation and logistics within Mexico and all guided tours
- FM-N Visa for Maquiladora visits

Students are individually responsible for transportation to/from border, border parking costs (approximately $15.00/car per 24 hour period), cab from border to hotel, dinner Saturday, Sunday and Monday, lunch Sunday and Tuesday, and any miscellaneous personal expenses incurred.

Non-refundable Deposit Due April 5 = $50.00
Balance Due May 10 = $450.00

Required Documentation

You must provide a clear photocopy of the identification page of your passport and, if it is not clearly indicated there, the following information:

- your date of birth
- country of birth
- current citizenship
- country of passport used
- date of expiration of the passport

- If you are a United States citizen without a passport, bring a photocopy of your birth certificate to class. However, to enter Mexico, you will need an original birth certificate — stamped and certified, not a photocopy.
- If you are a Permanent Resident of the United States, bring items 1 and 2 above and a photocopy of both sides of your green card.
- If you are a non-citizen of the United States with a student visa, bring items 1 and 2 above and evidence of:
  - a visa for re-entry into the United States (e.g., multiple-entry visa),
  - your I-94 migratory form,
  - your I-20 form endorsed by Judy Lee, Pepperdine University Office of International Student Services
- If you are a citizen of a country for which Mexico restricts entry into their in-bond processing centers (maquiladora organizations), including China, Iran, or Pakistan, please contact Dr. Phillips prior to enrolling in the course.
RATIONALE FOR DOCUMENTATION -- PLEASE READ CAREFULLY:
The documents requested above are necessary because, for reasons of security and control, the Mexican
Government requires that we each carry a special visa (a “maquiladora pass”) to enter into any of the
manufacturing plants we will be visiting. Each Tijuana Study Tour participant must obtain this visa at the
border. This special visa costs approximately US$21 per person and necessitates different paperwork for
citizens of different countries. Part of this paperwork is listed above. The other part of this paperwork is
prepared in advance by the Baja California State Department of Economic Development, our hosts for the
Study Tour, based on information provided in the documents listed above.
If you are found at a maquiladora plant without this paperwork in order and the proper visa, the Mexican
Government imposes stiff fines: each person is fined $3,000 per infraction, and the plant is fined $3,000
per person committing the infraction! If you do not pay this fine, you will be detained until you do so.
Therefore, as you can see, this is not like visiting Mexico as a tourist, nor is it as simple as traveling on
some of Pepperdine’s other foreign study trips.
Consequently, it is imperative that we prepare carefully in advance and each carry accurate and complete
documents with us on this trip. Your timely and complete cooperation with the requests for documentation
is, therefore, greatly appreciated.

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Course Assignments and Grading for Students Enrolled for Degree Credit (2 units)
The course components are described below. These graded activities and their component value
are as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percent of Course Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Preparation, Presence, and Participation</td>
<td>30%</td>
</tr>
<tr>
<td>2. Personal Reflection Paper</td>
<td>20%</td>
</tr>
<tr>
<td>3. Research Report</td>
<td>50%</td>
</tr>
</tbody>
</table>

Grades will be based on a weighted average of your scores.
For Performance Standards posted in course eRoom.

1. **Preparation, Presence, and Participation**
Preparation for, participation in, and contribution to the discussion during course events and
activities, including interaction with company and industry representatives at meetings and while
visiting organizations, are essential parts of your role. Consequently, 30% of your grade is
dependent upon your constructive contribution to class discussion and Study Tour dialogue. The
course Performance Standards document, posted in the eRoom, provides more detailed
information on the expected quality of your contribution.

2. **Personal Reflection Paper** (due June 7; 4 pages maximum)
This paper is to be a personal reflection on your Study Tour experience. You may reflect on any
and/or all aspects of the Study Tour, but the paper should incorporate to some degree your
thoughts and insights on the following:
   - What were the most meaningful experiences to you on the Study Tour? Contrast these experiences with
     what you anticipated.
• What questions did you ask that most advance your learning? What else should you have inquired about and/or looked for to improve your understanding of the Mexican business context and management practices?
• Using your findings from your Culture Scan, how well do you think you would fit in the Tijuana business culture and perform as a manager (i.e., as a general manager or as a functional area manager, e.g., marketing, prod/ops, HR, sales, finance, IT)?
• Given your behavior in and response to this brief Mexican experience, what would you need to do to better prepare yourself for an assignment as a manager in Tijuana? as a global manager?

You should draw on and reference course materials, speakers’ comments, and specific study tour experiences to support and/or illustrate your reflections. Also, please attach a copy of your completed Culture Scan to this paper.

This paper should be typed, spell-checked/proofread, double-spaced, and preferably not be written as separate responses to the 4 discrete questions above. Seek assistance from Professor Fran Grimes in the Writing Lab if you need help writing in an integrated, reflective style.

3. Research Report (written or oral)** (due June 14)
In a self-selected team of your student colleagues (3 at most), you will prepare a research-based report on a current, compelling business or management issue that is:
   of interest to you and your team members,
   of importance in Mexican context, and
   can be explored in the business and management literatures, with our various speakers and materials for this class, and during the Study Tour.

The report will necessitate a thorough library and database search (not just a general Internet search) for relevant materials, and careful, critical review these works. Your resource materials must include works by non-U.S. authors. A substantial portion should be drawn from relevant journals in the field of international business and management that can be accessed through Pepperdine on-line library databases.

Possible report topics will be explored in the initial class meeting and your team should choose and begin researching its topic prior to the Study Tour.

**Research Report should be 15 pages maximum. Depending on class composition, enrollment number, and class member interest, oral rather than written reports may be presented in an additional class meeting.
Policy on Attendance:
Attendance at the first class session is imperative. You will not be allowed to remain enrolled in the course if you miss the introduction/overview/logistics meeting on May 10.
Attendance at all Study Tour scheduled sessions and activities is required. If you miss any part of the Study Tour, your enrollment in the course will be dropped.

Policy on Conduct:
GSBM students are expected to respect personal honor and the rights and property of others at all times. This includes abiding by the GSBM Full-Time Graduate Programs Honor Code, as well as the Pepperdine University rules on conduct. The Honor Code can be found in full on the MBAM webpage; the university rules on conduct can be found in the Legal Notices section of the GSBM Catalog.

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 DS at the beginning of the semester to discuss reasonable accommodation; also a student must request accommodation or provide documentation to the faculty member. You may contact the Director of the DSO at ext. 6500 or through e-mail at: Lauren.Breeding@Pepperdine.edu.

ABOUT YOUR PROFESSOR:
Margaret E. Phillips holds a B.A. in psychology from UCLA, an M.S. in administration from the Graduate School of Management at UC Irvine, and a Ph.D. in management from the Anderson School at UCLA. As Associate Professor of International Business at the Graziadio School, Dr. Phillips currently serves as a Core Faculty member for the Full-Time MBA Programs. She also has taught in the Pepperdine Executive and Fully-employed MBA programs and in both the MBA and Ph.D. programs at the Anderson Graduate School of Management at UCLA, where she continues to be involved with the Center for International Business Education and Research (CIBER). Dr. Phillips has worked with multi-institutional consortia in California and New York, within the federal government, and in both line and staff positions in various public sector organizations.

Her teaching, research, training, and consulting are conducted primarily in the U.S., the Caribbean and Latin America, and Europe. In this work, Dr. Phillips focuses on cultural influences on behavior in and of organizations, management development in multicultural contexts, qualitative research methods, and the management of the arts. She has developed a process transpatriate managers can use to scan new cultural contexts and is currently engaged in research into production team processes in the film industry.

Like her work on “The Complex Culture of International Project Teams”, co-authored for the Project Management Institute and published in Modern Organizations and Emerging Conundrums (Lexington Books, 1999), Dr. Phillips’ research and writing projects are usually conducted with a multi-national, multi-disciplinary team of colleagues. With such teams, she co-authored the original chapter on Culture for the first Handbook for International Management Research (1st Ed., Blackwell, 1996), and updated it for the 2nd edition (University of Michigan Press, 2003). She and her co-authors on these chapters served as the Keynote Panel for the Stockholm School of Economics, Institute for International Business Conference on “Identifying Cultures”, June 2002. With her co-author, Sonja Sackmann, she received a “best paper” award at the 7th International Western Academy of Management Conference in Lima, Peru, July 2002, for The Multiple Cultures Perspective: An Alternate Paradigm for International Cross-Cultural Management Research (excerpted in the Fall 2002 issue of the Graziadio Business Report). Dr. Phillips has recently co-edited a book entitled Crossing Cultures: Insights from Master Teachers (Routledge, 2004).

Dr. Phillips is an active member of the Western Academy of Management, the Academy of Management, and the Academy of International Business. She has conducted a series of workshops on "Teaching International Management" for several of these professional associations and co-chaired the Doctoral and Junior Faculty Workshops at the 2000 and 2001 WAM Annual Meetings. She chaired the Teaching Exchange for the 2002 WAM Conference in Lima, Peru, and will do the same for AIB in Stockholm, Sweden, July 2004.

Dr. Phillips is married to Dr. Mario Gerl a, a computer science professor at UCLA's School of Engineering. They have two daughters, Marisa, age 21, and Cristina, age 14.
COURSE SCHEDULE

The following schedule includes the list of readings you should be prepared to discuss at the class session indicated, as well as assignments for each class session.

- "MB" refers to Nolan’s Mexico Business book.
- “eRoom” refers to material available on the MBAM 698.11 eRoom on the GraziadioNet.
- “LIB” refers to articles available through the Pepperdine Library databases.

MONDAY, MAY 10: Overview and Logistics of Study Tour
6 p.m. – 9 p.m. Film: Doing Business in Mexico
Drescher Graduate Campus
Room P1

Required Reading/Preparation:
- Course Syllabus — read carefully and prepare any questions.
- MB: Introduction and Chapters 1, 2, 3(skim), &13(skim) — intro. to Mexican business
  Chapter 12 — introduction to Mexican business culture
  Chapters 6 and 16 — introduction to NAFTA and Mexican labor issues
- eRoom: Phillips & Boyacigiller, “Cultural Scanning in Preparation for Study Abroad”
  (CultureScanNote.doc)
- SKIM at least one of the following articles:
- Identify several topics of critical importance in Mexican business and management that you would be interested in researching for your Team Research Report.

Individual Assignments:
Please bring to class:
1. check payable to “Pepperdine University” for your Balance Due for the Study Tour
2. copies of your passport/visa/travel documentation noted above (see “Required Documents” on page 2)
3. completed “Personal Data” and “Release of Liability” forms (available in eRoom and on web at http://bschool.pepperdine.edu/globalprograms/fulltime_studytour.html)
SATURDAY, MAY 29, to TUESDAY, JUNE 1: Study Tour to Tijuana
SEE TENTATIVE SCHEDULE BELOW

Required Reading:
• MB: Chapters 4, 5, 14, 15 — intro. to incorporation, investment, trade, and marketing issues (pay particular attention to issues related to maquiladora organizations)
  Chapter 9 – Industry Reviews (read those relevant to companies we will be touring)
  Chapters 7, 8, 17, 18, 19, 20 — introduction to topics to be addressed by speakers panel (skim or read in depth based on your personal interest)

Individual Assignment:
• Update and bring with you the Culture Scan you have been developing for U.S., Mexican, and Tijuana Business cultures.

MONDAY, JUNE 7 Personal Reflection Paper Due
• Paper due by 6 p.m.
• Attach copy of completed Culture Scan.

MONDAY, JUNE 14 Research Report Due
• Written Research Report due by 6 p.m.
• If class chooses to do oral instead of written Research Reports, oral presentations will be made Monday, June 14, 6 p.m. – 10 p.m., Drescher Graduate Campus, Room P1.

**Please type, spell-check, proofread, and edit all work prior to submission.
**Late assignments are not anticipated and will be penalized.
TENTATIVE SCHEDULE for the Study Tour (as of 3/26/04):
Please consult the course eRoom for the Final Study Tour Schedule and for detailed, up-to-date information and instructions.

Saturday, May 29:
approx 11 a.m.  Drive from Los Angeles area (individually or car pools).
Cross into Mexico at San Ysidro Border Crossing.
Proceed to Hotel Lucerna Tijuana for check in.
3 p.m.   Assemble at Hotel Lucerna Tijuana
Briefing by Mexico Trade Specialist
5 p.m.   Assemble at CECUT - Tijuana Cultural Center
Guided Tour of the Museum of the Californias
7:30 p.m.   Dinner on own

Sunday, May 30:
7:30 am   Breakfast in hotel
8:30 am 6 p.m. Assemble in hotel lobby
Brief City Tour and drive to coast
Film Studio briefing and tour
Lunch with group
Ensenada International Port visit
Briefing on Mexican wine industry with bottling plant management
Return to Tijuana via Valle de Guadalupe and Tecate
Dinner on own

Monday, May 31:
7:30 am   Breakfast in hotel
8:30 am 9 - 11 am  Panel Seminar and Discussion
Topics: Economic development of Baja California
Current business context of Tijuana
The impact of NAFTA
Current issues and future directions for Mexican management
11:30 am   Bus to border for FM-N Business Visas to enter manufacturing plants.
Box lunch in transit
1:30 - 3:15 pm Plant Tour #1 (Plantronics) and meeting with senior management
3:30 - 5:15 pm  Plant Tour #2 (Dynamic Plastics) and meeting with senior management
6 pm   Return to hotel
7 pm   Dinner with Panel members at PalmAzul Restaurant

Tuesday, June 1:
7:30 am   Breakfast in hotel
8:30 am 10 am  Plant Tour #3 (LeatherTrend) and meeting with senior management
- 12 noon
12:30 pm Return to hotel for check out
Transfer to bus with permit to cross border
1:30 pm   Cross border into USA
Return to Los Angeles area
Lunch on own