

Course Number: MGT 420

Course Title: Management in Latin America

Semester/Year: Spring 2016

Classroom: GSM 128

Meeting Time: TU 1900-21:30

Instructor & Office: Raul Gouvea, ASM 2106

Email & Ph: rauldg@unm.edu ; 277-8448

Office Hours: wed/th 15:00-17:00

I – Course Objectives:

“Globalization is transforming profoundly the business landscape of the Latin world. Firms competing in this region are reacting not only to new trends in technology & innovation, but also to the impact of fundamental changes that have transformed the economic landscape of the AmericasAlthough Latin America is a challenging region in which to do business, it offers rich rewards.”

This course will enable the student to identify and assess the key drivers of recent business transformations in Latin American markets. In this fashion, this course will allow the student to develop a good understanding of the Latin American business environment and its challenges and opportunities. The course covers a broad range of topics ranging from Latin America’s business culture to Sustainable Ecotourism.

II – Suggested Reading:

- a) Magazines: Latin Trade Magazine, America Economica, The Economist.

- b) Newspapers: Valor Economico, Clarin, Valor Futuro, El Financiero.
- c) Websites: Latin America Business News, Latin American Newsletters, LatPro, Conexion Ejecutiva.
- d) Multilateral Organizations: Organization of American States, Inter- American Development Bank.

IV – Grading: Two essay exams (35% each) + individual project (30%)

V – Academic Integrity: Anderson School of Management faculty, staff and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty. By enrolling in any course at Anderson, the student accepts the Anderson Academic Honesty Code and affirms the following pledge: “I will not lie, cheat, fabricate, plagiarize or use any other dishonest means to gain unfair academic advantage.” For full text of ASM’s academic honesty code, please visit <http://www.mgt.unm.edu/honesty>

VI- ADA Statement: Reasonable accommodations will be given to any individual with a legitimate disability. Frequently, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.

VII – Course Content:

1. Doing Business in Latin America: An Introduction & Economic Perspective

- a) World Bank (2015). Doing Business 2015 Fact Sheet: Latin America and the Caribbean. www.worldbank.org
- b) ScotiaBank (2015). Global Economics: Latin America Regional Outlook. www.gbm.scotiabank.com
- c) KPMG (2015). Doing Business in Brazil. www.kpmg.com
- d) Starbucks Coffee Company. Fact Sheet Starbucks in Latin America. www.news.starbucks.com
- e) Powell, Andrew (2015). The Labyrinth: How Can Latin America and the Caribbean Navigate the Global Economy, Chapter 2, <http://publications.iadb.org>

- f) Gouvea, R. (2014). Brazil: "The Future Ain't What it Used to Be." International Journal of Liberal Arts and Social Science, Vol.2, No.3, p.41-50.
- g) Gouvea, R. (2013). "Core Issues Facing Brazil's Quest Towards Sustainable Growth." Asian Journal of Latin American Studies, Vol.26, No.4, p.39-65.
- h) Fernando Robles, Nila Wiese and Gladys Torres-Baumgarten, **Chapter 1, The Economic Turnaround, Business in Emerging Latin America** (Routledge 2015) pgs 3-20

2. Latin America Business Culture

- a) Diaz, Reus & Targ LLP (2015). An Overview of Business Crime in Latin America. <http://diazreus.com>
- b) Ana Gazarian and Prioscila Montana (2009). Living and Working in Latin America. www.cultureawareness.com
- c) Grant Thornton (2013). Women in Senior Management: Setting the Stage for Growth. www.grantthorton.ie.
- d) Recaredo Romero (2013). Anti-Corruption Efforts in Latin America: A Changing Landscape. <http://fraud.kroll.com>
- e) Sophia A. McClennen (2013). Where is Latin American Culture? From the Location of Culture to the Ethics of Culture. <http://alternativas.osu.edu>
- f) Doing Business in Latin America – International Cross Cultural Management. <http://commons.esc.edu>

3. U.S. – Latin American Business & Political Relations

- a) Feinberg, R., Miller, E., and Trinkunas, H. (2015). "Better than You Think: Reframing Inter-American Relations." Policy Brief, March. Latin American Initiative, Foreign Policy at Brookings. <http://fas.org>
- b) Meyer, P. (2015). Seventh Summit of the Americas: In Brief. March. Congressional Research Service. www.crs.gov
- c) Pastrana, S. (2015). "Building a Lasting Cuba-U.S. Bridge through Science." www.sciencediplomacy.org
- d) Pew Research Center (2015). Most Support Stronger U.S. ties with Cuba. www.people-press.org.

- e) Okin, S. (2015). Latin America as Future Strategic Partner.
<http://airpower.maxwell.af.mil>

4. Latin American Infrastructure

- a) Baker & McKenzie (2015). 2015 Latin America Energy, Mining and Infrastructure Forum. www.bakermackenzie.com
- b) AEGIR (2013). Infrastructure, Sustainability and Logistics Challenges in Latin America & the Caribbean. www.aegirports.com
- c) Ernest & Young (2013). Infrastructure 2013: Global Priorities, Global Insights. Read: Introduction & The Americas.
- d) HIS Forum (2013). Latin America Outlook: Risks and Opportunities Associated with Infrastructure Development.
<http://ihsglobalevents.com>
- e) Ericsson (2014). Latin America and the Caribbean: Ericsson Mobility Report. www.ericsson.com
- f) SELA (2011). Physical Infrastructure for Integration in Latin America and the Caribbean. www.sela.org

5. Sustainable Energy Trends & Perspectives

- a) Irena (2015). Renewable Energy in Latin America 2015. Policy Brief, June, <http://transatlanticrelations.org>
- b) Irena (2015). Renewable Energy Country Profiles – Latin America.
<http://transatlanticrelations.org>
- c) Ren (2015). Renewables 2015 – Global Status Report. www.ren21.net
- d) Frankfurt School (2015). Global Trends in Renewable Energy Investment.
www.fs-unep-centre.org
- e) Gouvea, R. (2012). “Brazil’s Energy Divide: Sustainable Energy Alternatives for the Brazilian Amazon Region.” International Journal of Sustainable Development and Planning, Vol.7, No.4, p.472-483

6. Millennium Goals and Environmental Perspectives

- a) UNDP (2015). The Millennium Development Goals: A Latin America and Caribbean Perspective. <http://repositorio.cepal.org>

- b) Steven, D., and Bujones, A. (2013). A Laboratory for Sustainable Development? Latin America, the Caribbean, and the Post-2015 Development Agenda. New York University.
- c) Gouvea, R. (2015). "Designing a Nano Infrastructure for Brazil's Amazon Water Resources: A Quadruple Helix Approach." Journal of Water Resource and Protection, Vol.7, p.72-78.
- d) Gouvea, R., and Montoya, M. (2014). "Building an Equitable Green Economy: A Brazilian Perspective." International Journal of Environmental Studies, Vol.71, Issue 2, p.182-199.
- e) UN (2013). "Sustainable Development in Latin America and the Caribbean: A Follow-up to the United Nations Development Agenda Beyond 2015 and to Rio +20." www.un.org
- f) Caribbean Development Bank (2014). A New Paradigm for Caribbean Development: Transitioning to a Green Economy.
- g) Water.Org (2012). "Water and Sanitation Market Assessment: Potential Regional Viability of Watercredit & Microfinance Solutions in Peru."
- h) Philipp Terhorst (2012). "Critique of the Water Operators Partnerships in Latin America and the Caribbean (WOP-LAC). Discussion Paper, Transnational Institute.

7. Logistics & Competitiveness

- a) Kingdom of the Netherlands (2015). Panama's Logistics Sector. www.panama.nlambassade.org
- b) Jean-Paul Rodrigue (2012). "The Benefits of Logistics Investments: Opportunities for Latin America and the Caribbean." IDB.
- c) Jean Luis Guasch (2011). "Logistics as Driver for Competitiveness in Latin America and the Caribbean." IDB.
- d) PWC (2014). Insights of Transportation & Logistics Sector in Mexico. www.pwc.com/mx

8. Trade & Foreign Direct Investment

- a) Garzon, Jorge (2015). Multipolarity and the Future of Regionalism: Latin America and Beyond. GIGA Working Papers, No.264, www.giga-hamburg.de

- b) DePratto, Brian (2015). NAFTA: The Partnership that keeps on Giving. www.td.com/economics .
- c) ECLAC (2014). UNASUR: Fostering South American Integration Through Development and Cooperation. www.un.org
- d) Gouvea, R., and Montoya, M (2014). "Mercosur After Chavez." Thunderbird International Business Review, Vol.56, No.6, p.563-575.
- e) Gouvea, R., and Montoya, M. (2013). Brazil & China: Partners or Competitors? Designing Strategic Alliances in the Age of Uncertainty." Asian Journal of Latin American Studies, Vol.26, No.1, p.1-23.
- f) Forster, Magdalena (2015). China Rebalancing: Blessing and Curse for Latin America." Deutsche Bank Research Briefing Emerging Markets, www.dbresearch.com
- g) William H. Avery (2012). "Beyond Commodities: The India-Latin America Trade Partnership." Center for Hemispheric Policy, The University of Miami.

9. The Latin American Consumer

- a) Euromonitor International (2015). Top 10 Global Consumer Trends for 2015. [www. siicex.gob.pe](http://www.siicex.gob.pe)
- b) EY (2015). 2015 Latin America Insurance Outlook. www.ey.com
- c) US Media Consulting (2014). 2014 Media Market Report for Latin America and Brazil. <http://usmediaconsulting.com>
- d) Elevated Perspective (2014). Opportunities and Strategies for Global Retailers in Latin America.
- e) McKinsey & Company Mario Capizzani (2012). "Consumer Credit in Latin America: Trends and Opportunities in Credit and Store Cards." IESE.

10. Innovation and Technology

- a) World Economic Forum (2015). Bridging the Skills and Innovation Gap to Boost Productivity in Latin America. www3.weforum.org

- b) Acs, Zoltan., and Correa, Paulo (2015). Identifying the Obstacles to High –Impact Entrepreneurship in Latin America and the Caribbean. <http://thegedi.org>
- c) UNCTAD (2015). Promoting Entrepreneurship for Development. <http://unctad.org>
- d) Raul Gouvea and Sul Kassicieh (2012). “Bridging the Innovation Divide: The Brazilian Experience.” Thunderbird International Business Review.
- e) Oscar Montealegre (2012). “Innovation Rising: A Snapshot of Entrepreneurship in Latin America.” www.diplomaticcourier.com
- f) Lourdes Casanova et al. (2012). “Innovation from Emerging Markets: The Case of Latin America.” INSEAD.

11.The Creative Economy

- a) UNESCO (2013). “Creative Economy Report 2013 – Special Edition.” Chapter 1, chapter 4, section 4.4, and Chapter 5.

12.Ecotourism & Sustainable Strategies

- a) Janer, Ivan (2015). “Indigenous Way of Seeing Tourism and Conservation in the Colombian Amazon.” International Journal of Sociology and Anthropology, Vol.7, p. 92-98.
- b) Gouvea, R. (2014). “Sustainability & Entrepreneurship: Fostering Indigenous Entrepreneurship in the Brazilian Amazon Region.” International Journal of Social Ecology and Sustainable Development, Vol.5, No.3, p.58-74.
- c) UNCTAD (2013). “Sustainable Tourism: Contribution to Economic Growth and Sustainable Development.” www.unctad.org
- d) Marika Valtonen (2013). Ecotourism and Sustainability: Social Impacts on Rural Communities: Case San Luis Potosi, Mexico. www.theseus.fi
- e) Gouvea, R. (2004). “Managing the Ecotourism Industry in Latin America: Challenges and Opportunities.” Problems and Perspectives in Management, Vol.1, No.2, p.71-79.
- f) GWU (2015). Ecotourism as a Conservation Strategy for Funders. www.gwu.edu