

## 1. COURSE TITLE

Doing Business in Spain

### 1.1. Course number

SSEB-B03

### 1.2. Content area

Management, Business, Spanish Culture, Negotiations, Protocol

### 1.3. Course level

Advanced Bachelor or Master

### 1.4. Language

English

### 1.5. Prerequisites

An introductory course in management. Interested students without that background should consult the instructor to check if their training is appropriate for successfully taking this course.

### 1.6. Minimum attendance requirement

Attendance is mandatory. Minimum attendance to pass the course is 80%.

### 1.7. Faculty data

**Prof. Dr. María Escat Cortés**  
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## 1.8. Course objectives

What does it take to succeed in Spain? What are the leading opportunities in Spanish markets today? How do Spanish entrepreneurs move across private and public sectors? This course will answer those questions by addressing the cultural, organizational, protocol, and managerial contexts that shape the Spanish business environment.

The students will be prepared to plan their business and careers, manage their relationships with co-workers, bosses, subordinates, Spanish organizations, and starting a business in Spain.

This course will provide the participating students with a decision-oriented framework for the development and implementation of business projects in Spain. Consequently, students will learn to (1) analyze, (2) select, and (3) implement appropriate conceptual frameworks pertaining to six broad management topics related to doing business in Spain:

1. Understanding the Spanish culture.
2. Analyzing the Spanish firms.
3. Enhancing business performance, management and solutions when doing business in Spain.
4. Enhancing communication skills to communicate more effectively and confidently within the Spanish business environment.
5. Knowing the negotiation processes.
6. Adapting to the etiquette and protocol typical of Spain.

At the end of the course, students will be better equipped to understand how to do business in Spain, whether they want to be entrepreneurs or employees.

## 1.9. Course contents

The course is divided into seven inter-related topics:

01. The cultural approach and its impact on international business.
02. Approaching the Spanish market and emerging markets in Spain.
03. Strategic analysis of the Spanish situation.
04. Business in Spain: Branding & trademarks.

05. Being entrepreneur in Spain. From the original idea to the start-up.
06. Management and working styles for doing business in Spain, and negotiations and meetings in Spain. Business meetings and business planning. Business etiquette, standards, and protocols.
07. Recruitment in Spain.

### 1.10. Course bibliography

Barón, A., de Castro, R., Giménez, G. (2020). "Circular Economy Practices among Industrial EMAS-Registered SMEs in Spain", *Sustainability* 2020, 12(21), 9011. <https://doi.org/10.3390/su12219011>

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Cárdenas Cárdenas, G., García Gámez, S., Salas Suárez, A. (2021). "The influence of the tax system on the location of holding companies in Spain", *Competitiveness Review*, pp. 208-230.

García-Bernabéu, A., Cabello, J.M., Ruiz, F (2020). "A Multi-Criteria Reference Point Based Approach for Assessing Regional Innovation Performance in Spain", *Mathematics* 2020, 8(5), 797. <https://doi.org/10.3390/math8050797>

Guillén, M., E. García-Canal (2010). *The New Multinationals Spanish Firms in a Global Context*. Cambridge University Press.

Guzmán-Raja, I., González-Sánchez, M., Rúa-Alonso-De-Corrales, E., Sánchez-García, J.F. (2021). "Audit quality and fees: Evidence from Spain", *Spanish Journal of Finance and Accounting / Revista Española de Financiación y Contabilidad* 50:4, pp. 469-492. DOI: 10.1080/02102412.2021.1919959

Hobbs, G. (2004). *Starting a Business in Spain*. Vacation.

Incomes Data Service (2002). *Recruitment and Dismissal in Spain*. Incomes Data Services Ltd.

López, B. (2020). “Connecting business and sustainable development goals in Spain”, *Marketing Intelligence & Planning* 38(5), pp. 573-585. <https://doi.org/10.1108/MIP-08-2018-0367>

López, S., Watt, D. (2003). *Oxford Business Spanish Dictionary*. Oxford University Press.

Martínez-Climent, C., Guijarro-García, M., Carrilero-Castillo, A. (2021). “The motivations of crowdending investors in Spain”, *International Journal of Entrepreneurial Behavior & Research* 27(2), pp. 452-469. <https://doi.org/10.1108/IJEBr-05-2020-0304>

Matés-Barco, J.M, Caruana de las Cagigas, L. (2021). *Entrepreneurship in Spain. A History*. Routledge.

Mora-Sanguinetti, J. S., Pérez-Valls, R. (2021). “How does regulatory complexity affect business demography? Evidence from Spain”, *European Journal of Law and Economics* 51, pp. 203-242. <https://doi.org/10.1007/s10657-020-09650-w>

Morris, J. (2008). *Spain*. Faber & Faber.

O’Shea, C. (2012). *The man from Zara*. Lid.

Pedauga, L., Sáez, F., Delgado-Márquez, B.L. (2021). “Macroeconomic lockdown and SMEs: the impact of the COVID-19 pandemic in Spain”, *Small Bus Econ* 2021. <https://doi.org/10.1007/s11187-021-00476-7>

Sansom, C.J. (2008). *Winter in Madrid*. Pan.

Sokhanvar, A., Jenkins, G.P. (2021). “FDI, tourism, and accelerating the rate of economic growth in Spain”, *Journal of International Trade & Economic Development* 2021. DOI: 10.1080/09638199.2021.1988135

Soldevila, L. (2016). *The 3 A’s in success*. Bresca.

Vargas Portillo, P. (2021). “Brief notes on the effects of the coronavirus on e-sales of small and medium-sized companies in Spain”, *Harvard Deusto Business Research* 10(2), pp. 403-406. <https://doi.org/10.48132/hdbr.365>

Zapata-Barrero, R. (2013). *Diversity Management in Spain: New Dimensions, New Challenges*. Manchester University Press.

Complementary material will be provided through Moodle (UAM's web platform).

## 2. Teaching methodology

### Case study as a teaching/learning method

A case study is normally a description of a situation, which may be factually based or fictional, that the student has to analyze in order to make recommendations and answer some specific questions.

What matters is that students know what they would/should do when faced with similar “real life” circumstances. Specifically, this course is structured for a “Theory first, then case study” approach, where (1) **theoretical lectures** are supplemented by (2) **practical case studies**. Commonly, we will spend a class session with a presentation and/or class discussion based on the theory. After this initial exploration, we will turn to the case as a way for gaining a deeper understanding of the theory in practice.

### Teaching activities

Activities requiring student's attendance are the following:

1. **Theoretical lectures:** During the theoretical sessions, students will become familiar with the theoretical and conceptual framework that supports this field of study.
2. **Practical sessions:** Throughout the practical classes, students will illustrate and deepen the theoretical framework through case studies, presentations, and group discussions.
3. **Guest lectures, visits to institutions and field trips.**
4. **Final exam.**
5. **Optional:** Non-compulsory tutorial sessions with interested students during office hours.

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Summer School of Economics and Business  
Faculty of Economics and Business Studies  
ECTS credits: 6

Activities not requiring student's attendance are the following:

1. **Individual preparation:** Mandatory readings (before each class) and class material studying (before exams).
2. **Group project:** A special assignment where students are asked to develop a project. Details will be explained in class.

### 3. Student workload

ACTIVITIES	HOURS	ECTS	%
<b>With attendance</b>	<b>60</b>	<b>2.40</b>	<b>40.00</b>
Theoretical lectures and case studies	38	1.52	25.33
Group project presentation and final exam	2	0.08	1.33
Guest lectures, visits to institutions and field trips	20	0.80	13.33
<b>With no attendance</b>	<b>90</b>	<b>3.60</b>	<b>60.00</b>
Individual preparation (e.g., lectures, exam)	45	1.80	30.00
Group project	45	1.80	30.00
<b>TOTAL</b>	<b>150</b>	<b>6.00</b>	<b>100.00</b>

### 4. Evaluation procedures and weight of components in the final grade

PROCEDURE	% GRADE
Attendance and participation	10.0
Individual case studies	20.0
Group project: Paper (20%) and Oral presentation (10%)	30.0
Final exam	40.0
<b>TOTAL</b>	<b>100.00</b>