

## Current socioeconomic context

**Master's degree in:** Business Administration

**Subject:** Global markets and people management

**Credits:** 6 ECTS

**Program:** MBA & AI Track

**Modality:** On-campus Full-Time / Hybrid-Learning

**Semester:** First

**Type:** Mandatory

**Language of instruction:** English

**Academic year:** 2025/2026

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## Presentation

Economic variables are fundamental in the decision-making process, since the company is in a specific economic context that affects it significantly, as well as the various groups in its environment. The daily economic event is an aspect that cannot be ignored in any circumstances.

Economic analysis is a complex process that includes a wide range of variables. These variables involve the study of several indicators that must be interpreted with care, considering theory and experience. Therefore, the analysis of the conjuncture requires an adequate set of information, which is essential to have a clear vision of what has happened, what is happening, and what could happen soon in the economy, a factor that all societies should consider.

Today, economic analysis is more important than ever, as changes in markets occur rapidly, economies are internationalizing and increasing their openness, globalization and competitiveness are predominant issues, and economies are less stable and more interconnected.

The objective of this course is to provide students with the necessary elements to understand, describe, integrate and analyze the main variables of the economic environment, as well as the effects and implications of these variables on entities. This will allow students to efficiently plan businesses to achieve their goals.

In addition, it seeks to obtain a comprehensive vision based on research to identify and solve problems in organizations and provide the elements to assume attitudes of commitment to their social environment.

One of the key elements of the external environment is government. It has the power to legislate the conditions of a business in many ways: from its creation and corporate operation to its legal obligations in areas as diverse as advertising its products or protecting its customers' data. The obligation to report each economic transaction for tax purposes deserves special attention. Understanding the tax impact of operations inherent to a business can even determine the viability of the organization and its operations.

Regarding the previous point, a business that cannot operate beyond its national borders could be at such an obvious competitive disadvantage that it could determine the survival of the business. In a globalized economy, legal institutions and systems are necessarily supranational and a manager operating in the international environment will need to know the essential elements of the various legal structures and frameworks with which he will have to interact.

## Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

## 1.1. Skills

- RAT 8 The graduate will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish, and a third language, particularly English.
- RAT 9 The graduate will be able to apply digital technologies (at the right time) in his/her field of expertise.
- RAT 10 The graduate will be able to understand the changes in international environments in the decision-making process of the company's management, writing a report on a real company case.
- RAT 11 The graduate will be able to analyze troublesome business situations in the management of organizations for the improvement of business management.
- RAT 12 The graduate will know how to organize time to improve their personal and team effectiveness within the framework of business organizations, their environment, and their management.
- RAT 14 The graduate will be able to develop people and talent retention strategies that enable companies to obtain long-term competitive advantages.
- RAT 15 The graduate will know how to solve problems at a business organization's strategic, tactical, and operational levels, considering the interrelation between the different functional and business areas.
- RAT 16 The graduate will be able to identify the specific values of the organization when facing ethical and corporate social responsibility dilemmas applicable to their business sector.

## 1.2. Competencies

- RAT 18 The graduate will be able to identify the client's needs for the implementation of a strategy based on data analytics.
- RAT 19 The graduate will be able to identify the implicit volatility of business and financial operations through hedging operations and structured products to minimize financial risk at an international level.

- RAT 20 The graduate will be able to propose innovative, creative and entrepreneurial solutions in situations specific to the professional field.
- RAT 21 The graduate will be able to evaluate the sustainability and social impact of the proposals made with ethical, environmental and professional responsibility.
- RAT 22 The graduate will be able to apply the gender perspective in tasks specific to the professional field.
- RAT 23 The graduate will be able to design an operational plan as an element that generates a competitive advantage for the internationalization of the company, by carrying out a business internationalization project.
- RAT 24 The graduate will be able to design integrated management projects in each functional area of the company.

## Subject's learning outcomes

The subject-based learning outcomes for this course are as follows:

- RAM 1 The graduate will be able to interpret properly the magnitudes, structures, and economic policies to estimate the impact of the evolution of the local and international economic conjuncture on the business decisions, through cases to be resolved in group.
- RAM 2 The graduate will be able to correctly analyze the impact of macroeconomic variables on business organizations for asset valuation, investment selection, and financial markets through the resolution of practical exercises.
- RAM 3 The graduate will be able to correctly analyze the impact of microeconomic variables on business organizations for the assessment of sources of financing and financial policies of the company through real cases.

## Contents

- **Topic 1: Economic environment**
  - Enterprises
  - Markets
  - Competition
  - Economic Fundamentals
  - Economic Indicators
  - Supply and Demand Model
  - Phases of the Economic Cycle

- Economic Indicators and Phases of the Economic Cycle
- Economic crises and their characteristics
  
- **Topic 2: Sistema financiero y mercados**
  - Functions and characteristics of financial systems
  - Types of financial markets
  - Financial institutions
  - Financial instruments
  - Regulation and supervision
  - Financial risks
  - Dimensions of globalization
  - Actors of globalization
  - Global flows
  - Impact on countries and regions
  - Global governance
  
- **Topic 3 Principles of taxation**
  - Introduction to taxation
  - Principles of equity and justice
  - Types of taxes
  - The tax administration
  - Penalties for breach of tax law
  - Most important taxes
    - Income tax
    - Value added tax
    - Corporate tax
  - International taxation
    - Tax treaties
    - Aggressive tax planning
    - Trends in tax cooperation
    - Tax Incentives for investment in Spain
  
- **Topic 4: Sustainability and environment**
  - Corporate sustainability
  - Corporate social responsibility
  - Environmental certifications and standards
  - Sustainability reporting and disclosure
  
- **Topic 5: Legal news and trends**
  - Current Legal Environment and Tendencies
  - International and transnational law
  - Technology and law
  - Environmental law
  - Current debates
  - The law in the company

- Principles and keys of law
- National and supranational policy sources
- Corporate governance and partner relations
- Contract and distribution law
- Intellectual property
- Data protection

## Methodology

The methodology applied to this subject, framed within the educational model of EAE Business School, LifEd, is detailed in the following table:

ON CAMPUS FULL TIME MODALITY		
Learning Outcomes	Teaching Methodology	Training Activities
Knowledge	Lecture	Conferences
	Presentation sessions	Student presentations
	Audiovisual-based learning	Analysis of audiovisuals
	Tutorials	Meetings to resolve doubts    Follow-up meetings
Skills	Project work	Problem-solving                      Information searching and processing Presentation of reports and/or work
	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation                      Presentation of reports or work

HYBRID MODALITY		
Learning Outcomes	Teaching Methodology	Training Activities

Knowledge	Presentation sessions	Student presentations
	Tutorials	Meetings to resolve doubts    Follow-up meetings
	Audiovisual-based learning	Analysis of audiovisuals
	Reading-based learning	Reviews / Critical analysis
Skills	Project work	Problem-solving    Information searching and processing Presentation of reports and/or work
	Collaborative work	Online debates    Discussions of practical cases Collective analysis
	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation    Presentation of reports or work

## Grading system

### Continuous assessment

Grading system	Weight
Block 1: Exercises, Problems, Report Preparation, Assignments, Presentations	40 %
Block 2: Participation and Oral Presentations	20 %
Block 3: Final Evaluation Test	40 %

Block 1 will consist of:

- Two individual evaluable activities. 10% each.
- Two group projects or reports. 10% each.

Block 2 will consist of:

- Participation and oral presentations – 20%.

Block 3 will consist of:

- An exam - 40%.

The final grade for the course will be obtained by weighting the three blocks. The minimum weighted grade required to pass is 5.0.

If the student fails Block 1 or Block 3 (or both) with a grade lower than 5.0, they may retake that block or blocks. This grade will average with the other blocks, and the maximum final grade the student can receive is 5.0.

If the student is unable to attend the initial evaluation, and can provide a justified reason (see regulations of the University of Lleida), they may take the exam on the date set for recovery.

Students who do not attend evaluative activities with a weight exceeding 50% will receive a general course grade of “Not presented.”

#### Alternative Evaluation

The single evaluation consists of a single exam that accounts for 100% of the course. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final test. If a grade lower than 5.0 is obtained, the student has the right to a recovery exam.

To opt for the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course. The procedure to follow to opt for this single evaluation is established in the specific rules of EAE.

Plagiarism is a fraudulent activity that can lead to severe penalties, both academic and legal. Academic honesty is one of the pillars of the educational commitment of the School, and the members of its teaching community are especially aware and prepared to detect such actions. Given the difficulty often involved in conceptualizing plagiarism, it has been deemed appropriate to clearly define its content and scope in these regulations and policies.

Plagiarism is understood as the appropriation of works or other people's work by passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism can consist of the unauthorized total or partial copying of someone else's work, or presenting the copy as an original work, impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as if it were your own, regardless of whether the copy is total or partial.
- Paraphrasing a text by rephrasing it with other words, but making small changes in the language to disguise it and without citing sources.
- Buying or obtaining a work and presenting it as one's own.
- Relying on an idea or phrase from another person to write a new paper without citing the author of the work.

As established in Article 10 of the Academic Code of Conduct for Students at EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will

promote the legal actions that correspond in case plagiarism could violate applicable regulations regarding intellectual property.

## Bibliography

- Folsom, R.H. et al. International Business Transactions. In a Nutshell, 10e. West Academic, 2016.
- Mankiw, N.G. Principles of Economics, 8e. Cengage Learning, 2017.
- Procedural guidelines, practical manuals, and handbooks published by Tax Offices (Agencia Tributaria, Internal Revenue Services, Her Majesty Revenue and Customs ...) or available on their official websites