



**UNIVERSIDAD COMPLUTENSE DE MADRID**  
**UNIVERSIDADES NORTEAMERICANAS REUNIDAS**

<b>SUBJECT</b>	
<b>SUBJECT TITLE:</b>	Management in global markets
<b>QUARTER AND ACADEMIC YEAR:</b>	2 Semester 2025/26
<b>SCHEDULE:</b>	Monday and Tuesday 16.00 to 17.30 Room
<b>PREREQUISITES:</b>	Good attitude and appetite for learning. General knowledge of business management concepts.
<b>COMPETENCES- OBJECTIVES (BRIEF DESCRIPTION):</b>	This course aims to provide the student with examples of different national management styles that give organizations an advantage to compete in a global marketplace. The overall aim of this course is to understand how organizations can add value in a multicultural world, and provide students with examples through case studies, of how cultural differences should be addressed when companies from different cultures interact in business situations. The course will consider organizational behavior, business strategy, human resources management, business ethics, and communication issues, in the international environment. The importance of cultural competence and communication are key components to this course, and students will study texts from international players in the global market and theories of cultural competence from experts in the field. At the end of the course students should be able to identify cultural components that affect organizations in different countries and how corporate managers can work successfully to ensure that the company mission is in line with the expectations of the consumers and organizational development and success.

<b>TEACHER</b>	
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<b>TUTORING HOURS:</b>	Wednesday 10-12 by email or in person any time by arrangement

<b>COURSE SCHEDULE, TOPICS, LECTURES AND TASKS ASSIGNED</b>
<ol style="list-style-type: none"><li><b>Globalization, glocalization, slowbalization:</b> Students will navigate through different perspectives of globalization and the impact of making business in such contexts.</li><li><b>The silent language in business– Cross- Cultural Competence:</b> Students will learn about different national cultures and the different way of doing business. Students will role play and act in a simulated negotiation context.</li></ol>

3. **Business Strategies in International contexts:** Students will learn to apply strategic decisions acting as global leaders across several industries.
4. **Managing the Global Business portfolio:** Students will interact with different scenarios in which decisions about product adaptation (or not) to local market needs.
5. **Entering new domestic markets:** The relevance of the industry you operate in, in accordance to specific business objectives will be determinant to choose the appropriate entry modes for specific markets. Students will learn to distinctively select and apply entry modes for each occasion.
6. **International Human Resource Management:** Managing an international organization finds added complexities. The students will understand the challenges and strategies of managing human resources in an international context.
7. **Doing Business in Europe:** Students will learn about Europe's 2050 strategy plan; business ethic codes in Europe; Europe' Green Deal plan; and the incentives for being an entrepreneur in Europe. Students will work in small groups to delve into individual European countries to understand market accessibility conditions, for a winning international business strategy! Together, students will build Europe's PEST analysis – what a non-EU company should take into account.
8. **Internationalization Day:** The classroom will be transformed in a poster showroom. Each group will defend their internationalization plan in front of a fictitious management board. Winners will receive a fictitious promotion to global leader, achieving the highest rank in the company.

### **Dates and weights**

Data sheet and project pledge

Focus: Case provided in class. The same case to be used in the final assignment

First week of class – worth 5% of grade (group project)

Partial exam: Focus: Business strategy and managing the global portfolio

Coverage: Unit 2, unit 3 and class

Week 4 – Format: In class test, multiple choice and case-based short essay questions

Worth 15%

Classroom assignments

Coverage: Units 1-7

Worth 15% - 3 assignments (5% each)

Format: submission via VLE + debate in class

Final exam – Focus: Doing business in Europe and Spain

Coverage: All units

Week 8 – Format: In class test, multiple choice + case-based essay questions

Worth 20%

Last assignment: Case study - international business growth plan

Worth: 25% (group project)

Coverage: all units

Format – Written assignment (1500-2000 words)

Due date: TBD

### TEACHING METHODOLOGY

Cooperative and collaborative learning will be applied. Project based learning methodology will be used in the group project activity.

All sessions will be dynamic, participative, and collaborative. Active engagement. Real life case-based scenarios will be presented in class. This approach will allow students to apply critical and analytical thinking to real business scenarios, enhancing their understanding and preparing them for the challenges of the global marketplace. The course will include group projects, case study analyses, and interactive discussions.

### SUBJECT OBJECTIVES

Introduce the students on the complexities and dynamics of global markets. Provide students with skills and management tools to thrive in an increasingly globalized world.  
Learn how to overcome barriers and exploit opportunities in global markets to achieve maximum benefit considering the available resources and business context in which a company operates.  
Learn about European culture, in comparison to the culture of other countries.  
Learn about the internationalization process and the management decisions required.

### EVALUATION AND QUALIFICATION CRITERIA

**PARTIAL EXAM:** [ 15 ] %

**FINAL EXAM:** [ 20 ] %

**WRITTEN WORK OR PRESENTATIONS:** [ 45 ] %

**OTHERS:** [ ] %

**CLASS PARTICIPATION:** [ 20 ] %

**ATTENDANCE:** It is mandatory. From the second absence without justification, a point will be lowered in the Spanish grading system (for example, an 8 will drop to a 7).

Likewise, lateness will also be penalized, more than 15 minutes late will be equivalent to an absence. Excused absences are considered those documented by the appropriate physician or program director.

**ACADEMIC INTEGRITY:** Plagiarism, the use of materials not permitted in exams and tests, copying answers from another classmate, falsification or misappropriation of information for assignments, submission of the same assignment or sections of it in more than one course, helping a student who is cheating, etc. The penalty will be left to the discretion of the subject professor and the student's Program Director, in accordance with their campus policies and procedures.

## GUIDE AND INDICATIONS FOR WRITTEN WORK

## MANDATORY BIBLIOGRAPHY AND OTHER RESOURCES

Deresky, H; Stewart R. Miller, S.R. (2021). International management managing across borders and cultures. Text and Cases. Pearson. 10<sup>th</sup> edition  
Schmid, S. (Ed.) (2018). Internationalization of business. Cases on strategy formulation and implementation. Springer.

Useful online resources:

- Doing Business
- European Union
- ICEX
- Hofstede country comparison
- Organization for Economic Cooperation and Development
- UNCTAD
- United Nations