EAE Business School Barcelona

Bachelor Degree in Business Administration and Management and Business Transformation

Course: Business international management

Subject: Business

Credits: 6 ECTS

Program: Bachelor

Modality: On-Site

Year: Third

Semester: Second

Academic Year: 2026-2027

1. Index

2. Presentation

Today with Internationalization, in its different phases, it has become a necessity for companies, even those that are successful in national markets.

This subject focuses on the study of the process of internationalization of companies. The student will acquire sufficient knowledge to analyze the internationalization processes in the company and in this way will be able to propose and carry out different forms of entry into international markets. The aim is to analyse the problems of international business from the perspective of the head of the company's international strategy. The conceptual framework of the company's strategic direction is used for this purpose. In addition, the particularities presented by international business in different areas, with special attention to family businesses, are presented in order to transform the business towards an international and sustainable business.

3. Learning outcome of the degree

- RAT1 - The graduate will be able to recognize the tasks of the different functional areas within a company or organization, taking into account previous theoretical learning about business structures.
- RAT4 - The student will describe the techniques of management in the development of business organizations by means of different written tests.
- RAT5 - The graduate will describe the characteristics of the institutions and procedures of the Spanish and European legal system and their impact on the business environment, by means of a written or oral test.
- RAT6 - The graduate will be able to understand the different data analysis techniques used to assess the feasibility of a business project.
- RAT7 - The student, after completing the Degree, will be able to identify the HR principles and practices of organizations through real-world case study learning
- RAT8 - The graduate will be able to provide a detailed description of the principles of occupational risk assessment as well as the action plans required to implement them in a company.
- RAT9 - The student 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.
- RAT10 - The student will be able to apply digital technologies (at the right time) in his/her field of expertise.
- RAT11 - After completing the Degree, the student will be able to apply the teamwork techniques in an autonomous way.
- RAT12 - The graduate will be able to develop both traditional and digital marketing and promotional projects in a business environment.
- RAT13 - The graduate will be able to analyze the economic operations of companies, which have been carried out in the financial markets.
- RAT16 - The graduate will be able to understand the economic-financial information of business entities and institutions in relation to their environment.

- RAT17 - After completing the degree, the graduate will be able to apply techniques to analyze and solve problems in changing business environments through the implementation of challenges and problem-solving methods.
- RAT18 - The student will be able to provide innovative, creative and entrepreneurial solutions in professional situations.
- RAT19 - The student will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility.
- RAT20 - The student will be able to apply the gender perspective in the professional tasks.
- RAT21 - The graduate will be able to verify the economic-financial information of business organizations and institutions with regard to their environment, by analyzing the companies' profit and loss accounts
- RAT23 – The graduate will be able to actively propose a plan for the implementation and support of information and communication systems for the digital transformation of the organization, according to a project based on a real business case.
- RAT24 – After completing the degree, the student will be able to design projects for IT services and systems in all business fields.
- RAT25 - The graduate will be able to prioritize the operational tasks of the different functional areas of a company or organization.

4. Learning outcomes of the subjects

- RAM3 – The student will be able to accurately devise actions to improve the results of a business from the analysis of deviations from the objectives set.
- RAM4 – The student will be able to propose relevant indicators for the analysis and knowledge of the state of a company.
- RAM6 – The student will be able to correctly analyze the situation of the company from the interpretation of the information presented in the economic-financial statements.
- RAM7 – The student will be able to properly relate the fundamental concepts of current business to obtain a broad vision of the economic reality that affects the company.

5. Contents

1. The international strategic management process
    1.1. A structured approach to identifying global opportunities, setting objectives, allocating resources, and adapting to dynamic international environments through continuous evaluation and decision-making.

2. Strategic analysis (country, sectoral and business factors) at the country level; competitive forces at the sectoral level; and internal capabilities and constraints within the firm.
    2.1. Assessing political factors
    2.2. Assessing economic factors
    2.3. Assessing cultural factors

3. Formulation and implementation of international strategies (entry and competitive)
    3.1. Selecting market entry modes (e.g., export, joint ventures, subsidiaries)
    3.2. Defining competitive positioning (cost leadership, differentiation, focus), ensuring strategic alignment across operations.

4. Study of the international management of the company in different specific contexts
    4.1. Analyze how firms must adapt their organizational structure, leadership, and operations to succeed across diverse legal systems, business cultures, and institutional environments

5. Addressing the particular problems of companies for a business transformation.
    5.1. Addressing specific constraints such as limited resources, governance complexities, and institutional barriers, while exploring strategies for international growth and organizational change.
    5.2. SMEs
    5.3. family businesses
    5.4. Catalan and Spanish companies

6. Study strategies and key success factors in emerging markets,
    6.1. Special attention to China and India: Examines entry strategies, local adaptation, regulatory navigation
    6.2. Relationship-building as critical elements in high-growth but complex emerging economies.

Application through examples and exercises of Corporate Social Responsibility to ensure a better sustainable community and continuity in awareness of its importance. It integrates CSR practices into international strategy to foster sustainable communities, enhance reputation, and meet stakeholder expectations through applied cases and problem-solving.

6. Methodology

Learning outcomes developed	Teaching methodology	Training activities
Knowledge	Master class	Teacher's presentations
	Instructional sessions	Student's presentations
	Tutoring	Meetings for the resolution of doubts
	Learning based on readings	Reading and analysis of documents
Skill	Learning based on projects	Problem solving
	Learning based on audio-visual	Audiovisual analysis
	Case-based learning	Search and processing of information. Problem solving
Competence	Project-based work	Reporting Submissions of reports or papers

7. Evaluation

Evaluation system	Weight
Continuous evaluation: exercises, problems, reporting, papers, case studies	40 %
Mid-term exam	20 %
Final exam	40 %

The regulations include the obligation of 75% attendance.

- Absences are divided into two categories: justified and unexcused. Excused absences are those that can be demonstrated with a proof. All other absences are considered unjustified absences.
- The supporting documents must be delivered within a maximum period of 7 days to the teaching staff and clearly include the student's personal data as well as the date and time in which student did not attend to a class.

Continuous assessment

The final grade for the subject is calculated based on the weighting of three evaluation blocks, divided into evaluable activities:

A. Midterm exam: 20%

B. Exercises, problems, preparation of reports, assignments, presentations: 40%

1. Four evaluable activities: 5% each
2. A group assignment or report: 10%
3. A group presentation: 10%

C. Final exam: 40%

These three blocks will only be weighted if the final exam grade is equal to or greater than 4.0. If the final exam grade is less than 4.0, the subject cannot be passed.

In the event that the subject is failed and, in turn, the final exam grade is less than 5.0, the student can recover the final exam with an additional test. If the weighted grade for the activities in section B is less than 5, this is also recoverable. With the result obtained, the final grade for the subject will be calculated according to the previous criteria.

Students who do not attend evaluative activities with a weight greater than 50% will receive an overall course grade of “Not presented.”

Single Evaluation

The single evaluation consists of a single exam that is equivalent to 100% of the course grade. The exam, and therefore the subject, is passed with a grade of 5 out of 10 in this final test. In case of obtaining a grade lower than 5.0, the student has the right to a make-up exam.

To benefit from the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course.

The regulations establish a mandatory attendance requirement of 75%.

Regular attendance at in-person teaching activities is a fundamental academic requirement for the proper acquisition of the competencies and learning outcomes of the course. In this regard, a minimum attendance of 75% of the total scheduled sessions is mandatory.

Failure to meet this minimum attendance percentage will result in the loss of the right to sit the final exam for the course. Consequently, the student will be graded as a fail, with no possibility of reassessment or second-chance opportunities, in accordance with the University’s current academic regulations.

1. Absences are divided into two categories: justified and unjustified. Justified absences are those that can be supported by documentation. All other absences are considered unjustified.

2. Supporting documents must be submitted to the teaching staff within a maximum period of 7 days, and must clearly include the student's personal details, as well as the date and time during which attendance at class was prevented.

8. Bibliography

8.1Basic Bibliography

- Hill, C. W. L. (2024). *Global business today* (ISE, 2024 Release). McGraw-Hill Education.

8.2 Complementary Bibliography

- Czinkota, M. R., Ronkainen, I. A., & Gupta, S. (2021). International Business. Cambridge. University Press
- Acero, L. C. P. (2023). *Dirección estratégica*. Ecoe ediciones.
- Martín, L. A. G., & López, J. E. N. (2022). La dirección estratégica de la empresa. Teoría y aplicaciones. ARANZADI/CIVITAS.
- Pujol Lockhart, A. B. (2022). Cros-culturalidad en la gestión empresarial.
- Giulia, M. C., Mannucci, A., Balaguer, F., Hampel, H., Kupfer, S. S., Repici, A., ... & International Society for Gastrointestinal Hereditary Tumours. (2022). Delphi initiative for early-onset colorectal cancer (DIRECt). International Management Guidelines. *Clinical Gastroenterology and Hepatology*.
- Ernst, D., Sailer, U., & Gabriel, R. (2023). *Sustainable business management*. UVK Verlag.