

Entrepreneurship and Internationalization

Master's Degree: Business Administration

Subject: Organizational Strategy

Credits: 6 ECTS

Program: MBA & AI Track

Modality: On-campus (Full-Time) / Hybrid-Learning

Semester: Second

Type: Mandatory

Language of instruction: English

Academic year: 2025/2026

Index

1.	Presentation	3
2.	Program's learning outcomes.....	3
2.1.	Knowledge	3
2.2.	Skills	4
2.3.	Competences	4
3.	Subject's learning outcomes	5
4.	Contents	5
5.	Methodology	6
6.	Grading system	7
7.	Bibliography	8

1. Presentation

This subject plays a fundamental role in the training of future professionals, since it is based on the promotion and development of business skills, as well as the expansion of business internationally. This subject presents a solid justification, supported by several key points that make it essential in the academic and professional training of students.

Firstly, the promotion of the entrepreneurial spirit is one of the fundamental pillars of this subject. The aim is to instill in students the ability to identify business opportunities and develop innovative ideas. This provides them with the necessary tools to face the challenges of today's business world, promoting creativity, proactivity and strategic vision.

Furthermore, the development of business skills is another crucial aspect of this subject. Students have the opportunity to acquire knowledge and skills related to business management, such as strategic planning, financial management, marketing and human resource management. These skills allow them not only to undertake their own projects, but also to perform effectively in the business field.

On the other hand, the internationalization of business is an essential component of this subject. Preparing students to expand their companies beyond national borders involves studying international markets, global supply chain management, and adapting to different cultures and regulations. This gives them a global perspective and enables them to face the challenges of an increasingly interconnected business environment.

Finally, the subject seeks to generate a positive impact on society through entrepreneurship and internationalization. The creation of sustainable and socially responsible companies is encouraged, which contribute to the economic development and well-being of communities. In this way, a business vision focused on positive impact and sustainability is promoted, in line with the current demands of society.

2. Program's learning outcomes

The program-related learning outcomes are distributed as follows:

2.1. Knowledge

- | | |
|-------|--|
| RAT 1 | The graduate will be able to organize information and data as key elements for decision-making problems in the business environment. |
| RAT 2 | The graduate will infer management methods and techniques applicable to business management, through simulations and case studies. |

- RAT 3 The graduate will be able to identify key business problems and their typology, considering real cases studies.
- RAT 4 The graduate will describe management techniques in the development of business organizations by means of a written report.
- RAT 5 The graduate will be able to identify the different stakeholders' interests and needs in order to maximize business value through market and stakeholder research.
- RAT 6 The graduate will be able to recognize the threats and opportunities of a company in its strategy to reach international markets by conducting a SWOT analysis.
- RAT 7 The graduate will be able to identify new business opportunities and achieve the generation of sustainable competitive advantages over time, considering potential market research techniques

2.2. 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 their 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 13 The graduate will be able to apply the most relevant research methods in business management and administration, through research-based learning in business management systems.
- 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 the strategic, tactical and operational levels in a business organization, considering the interrelation between the different functional and business areas.

2.3. Competences

- 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 25 Graduates will be able to adapt changes arising from international environments to the dynamics of company management by studying real cases.

3. Subject's learning outcomes

The graduate will be able to apply the gender perspective in the professional tasks.

- RAM 3 The graduate will be able to precisely recognize the strategic aspects and competitive advantages for the creation and management of a company with the study of fundamental theoretical aspects through research-based learning.
- RAM 4 The graduate will know how to adequately define an agile methodology for the analysis and planning of new business ideas and entrepreneurial projects in the national and international context through practical written exercises.
- RAM 8 The graduate will be able to analyze in detail the impact of globalization on the internationalization processes of small, medium and large organizations through the preparation of reports on real cases.

4. Contents

- **Topic 1:** The entrepreneurship process in the international arena
 - Concepts of entrepreneurship and internationalization
 - Key success factors
 - Identification of international business opportunities

- **Topic 2:** Internationalization strategies
 - Analysis of the international market
 - Selection of target markets
 - Adaptation of products and services to the international market
 - Entry strategies to international markets

- **Topic 3:** Management of international operations
 - Digital Business and innovation
 - Logistics and international supply chain
 - Legal and regulatory aspects in international trade
 - Risk and financing management in international operations

- **Topic 4:** Development of entrepreneurial skills
 - Agile Project Management
 - Design Thinking
 - Leadership and teamwork in international environments
 - Problem solving and decision making

5. Methodology

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

PRESENTIAL 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

6. 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.

7. Bibliography

- Herruzo-Gómez, E. et al. Emprendimiento e Innovación: oportunidades para todos, Ed. Dykinson, S.L., 2019.
- Dixit, A. & Nalebuff, B.J. El arte de la estrategia. Antoni Bosch Editor, 2010.