

ACADEMIC YEAR: 2025/2026	INTERNATIONAL BUSINESS		
	SUBJECT CODE: 16638	SEMESTER: ANNUAL	TYPE: SPECIALISMS
CREDITS	5 ECTS		
STUDENT WORKLOAD	Contact Hours	Personal and/or Teamwork	Evaluation
	50	72	3
TEACHING LANGUAGE	English		
CO/PREREQUISITE	None		
SPECIALISM	INTERNATIONAL MANAGEMENT		
FACULTY	COLL, Josep M. DEVENIN, Verónica DÍAZ, Jordi MASSA-SALUZZO, Federica		
MODE OF DELIVERY	In-person		
COURSE DESCRIPTION	<p>This module examines the full spectrum of strategic international growth choices—from mission-driven design to effective execution—while embedding sustainability principles and leveraging AI-powered insights. Participants will learn to diagnose contexts, evaluate expansion modes, and align organizational elements to drive responsible, digitally enabled growth.</p> <p>1. Strategic Growth Design</p> <p>Organizations must tailor growth strategies to their mission, product/service attributes, geographic footprint, distribution logistics, market relationships, and collaborative networks. AI-enabled analytics and sustainability assessments will inform each step:</p> <ul style="list-style-type: none"> <li>- Mission and Sustainable Value Alignment               <ul style="list-style-type: none"> <li>• Map growth initiatives against environmental and social impact metrics to ensure long-term stakeholder value.</li> </ul> </li> <li>- Market and Partnership Analysis               <ul style="list-style-type: none"> <li>• Use AI-driven scenario planning and network analysis to identify high-potential sectors, regions, and alliance partners.</li> </ul> </li> <li>- Expansion Modes               <ul style="list-style-type: none"> <li>• Compare acquisition, strategic alliance, and organic growth options, applying digital due-diligence tools and carbon-footprint evaluations.</li> </ul> </li> <li>- Resource Allocation and Business Model Innovation               <ul style="list-style-type: none"> <li>• Develop and prioritize alternative growth directions, integrating digitization opportunities (platform models, data monetization) and capitalizing on information as an economic good.</li> </ul> </li> </ul> <p>2. Strategy Execution and Organizational Alignment</p> <p>Implementing growth strategies requires harmonizing strategy, culture, structure, and leadership capabilities. Digital and AI tools will streamline this alignment and foster collaborative decision-making:</p> <ul style="list-style-type: none"> <li>- Strategy–Culture–Structure Nexus               <ul style="list-style-type: none"> <li>• Diagnose organizational readiness using AI-powered surveys and culture-fit algorithms to anticipate execution barriers.</li> </ul> </li> <li>- Leadership and Collaboration               <ul style="list-style-type: none"> <li>• Cultivate networked teaming skills and group-decision methodologies, supported by collaborative platforms and machine-learning insights.</li> </ul> </li> <li>- Digital Disruption and Business Opportunities               <ul style="list-style-type: none"> <li>• Critically evaluate digitization and Internet innovations as growth levers, identifying disruptive business models and digital ecosystems.</li> </ul> </li> <li>- Sustainable Execution Frameworks               <ul style="list-style-type: none"> <li>• Establish governance processes that balance flexibility, risk, and ecological performance, leveraging real-time data dashboards for continuous improvement.</li> </ul> </li> </ul>		

	Participants completing this module will be equipped to craft, assess, and implement sustainable growth strategies—harnessing AI and digital technologies to inform decisions and redefine business models in a changing global landscape.		
LEARNING OUTCOMES	KNOWLEDGE	RAK1	Identify the latest management theories and their applicability to a global business environment, taking into account culture, technology, and the environmental setting.
		RAK5	Understand fundamental accounting and financial management concepts and techniques and their relationship to the financial viability and sustainability of the organization.
		RAK 7	Explain business decisions and practices and their economic, social, and environmental impacts, along with their ethical dimensions.
	SKILLS	RAS2	Apply data-driven analysis to improve performance metrics, taking into account organizational and sustainability objectives.
		RAS5	Implement team engagement strategies, taking into account gender differences and diversity criteria.
		RAS7	Incorporate cutting-edge technological solutions in their relevant areas of practice, taking into account relevant ethical considerations.
	COMPETENCES	RAC3	Develop advanced leadership skills to manage teams inclusively and effectively in a technological environment, focusing on innovation.
RAC6		Promote responsible practices that foster regenerative growth and an ethical culture to generate a lasting positive impact.	
SDGS ADDRESSED	<input checked="" type="checkbox"/> SDG 1 – No Poverty <input checked="" type="checkbox"/> SDG 2 – Zero Hunger <input type="checkbox"/> SDG 3 – Good Health and Well Being <input type="checkbox"/> SDG 4 – Quality education <input checked="" type="checkbox"/> SDG 5 – Gender equality <input type="checkbox"/> SDG 6 – Clean water and sanitation <input type="checkbox"/> SDG 7 – Affordable and clean energy <input checked="" type="checkbox"/> SDG 8 – Decent work and economic growth <input checked="" type="checkbox"/> SDG 9 – Industry, Innovation, Technology and Infrastructure <input type="checkbox"/> SDG 10 – Reduced inequality <input type="checkbox"/> SDG 11 – Sustainable cities and communities <input checked="" type="checkbox"/> SDG 12 – Responsible consumption and production <input checked="" type="checkbox"/> SDG 13 – Climate action <input type="checkbox"/> SDG 14 – Life below water <input type="checkbox"/> SDG 15 – Life on land <input checked="" type="checkbox"/> SDG 16 – Peace, justice and strong institutions <input type="checkbox"/> SDG 17 – Partnerships for the goals		

TEACHING METHODS	<input checked="" type="checkbox"/> AF01-Lectures <input type="checkbox"/> AF02-Videos or videoconferences <input type="checkbox"/> AF03-Discussion groups or forums <input type="checkbox"/> AF04-Multimedia production <input checked="" type="checkbox"/> AF05-Reading texts and preparing reports. <input type="checkbox"/> AF06-Analysis of data or processes <input type="checkbox"/> AF07-Search for bibliographic information <input type="checkbox"/> AF08-External visits <input type="checkbox"/> AF09-Internships at centers or companies <input checked="" type="checkbox"/> AF10-Applied activities or exercises <input type="checkbox"/> AF11-Elaboration of glossaries or wikis <input type="checkbox"/> AF12-Roleplay and simulations <input type="checkbox"/> AF13-Workshops or seminars	<input type="checkbox"/> AF14-Practical or laboratory activities <input checked="" type="checkbox"/> AF15- Personal study of contents <input type="checkbox"/> AF16- Development and synthesis <input type="checkbox"/> AF17- Intervention, research or interviews <input checked="" type="checkbox"/> AF18- Practical analysis of cases <input type="checkbox"/> AF19- Online interactive activities <input checked="" type="checkbox"/> AF20- Oral presentations <input checked="" type="checkbox"/> AF21- Exams or tests <input type="checkbox"/> AF22- Correction of exercises and follow-up <input type="checkbox"/> AF23- Portfolios or reflective diaries <input type="checkbox"/> AF24-Tutorials <input type="checkbox"/> AF25-Others
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<b>STUDENT ASSESSMENT</b>	SE01 - Class Participation SE02 - Continuous monitoring of work SE04 - Written Examination SE05 - Projects & activities	(30% min - 40% max) 0% (40% min - 50% max) (10% min –30% max)
<b>GRADING SYSTEM</b>	Please refer to the Academic Regulations for the grading system used in the Programme and further details and for information concerning absences, participation in class, plagiarism, etc.	

# 16638 SUBJECT RUBRIC

ACADEMIC YEAR: 2025/2026

ILO Code	ILO Description	Weight %	Exemplary (100%-85%)	Proficient (84%-65%)	Developing (65%-50%)	Beginning (<50%)
RAK1	Identify the latest management theories and their applicability to a global business environment, taking into account culture, technology, and the environmental setting.	7%	Identifies ≥3 strategic growth theories; compares across international contexts with tech and sustainability relevance	Explains 2 theories with basic global relevance	Mentions 1 theory; limited contextual insight	No clear theory or context
RAK5	Understand fundamental accounting and financial management concepts and techniques and their relationship to the financial viability and sustainability of the organization.	8%	Links international expansion choices to financial viability and long-term sustainability using metrics	Describes basic financial implications of growth with general sustainability mention	Mentions financial viability or sustainability without integration	No clear financial or sustainability connection
RAK7	Explain business decisions and practices and their economic, social, and environmental impacts, along with their ethical dimensions.	10%	Evaluates international business decisions with economic, social, environmental, and ethical lenses using real cases	Describes impacts and ethics with general examples	Mentions some impacts; lacks ethical depth	No meaningful impact or ethics analysis
RAS2	Apply data-driven analysis to improve performance metrics, taking into account organizational and sustainability objectives.	20%	Uses AI tools (scenario planning, dashboards) to diagnose market potential and guide sustainable growth decisions	Applies standard analysis tools with some AI or sustainability integration	Performs basic analysis; limited AI or sustainability use	Incomplete or inaccurate analysis
RAS5	Implement team engagement strategies, taking into account gender differences and diversity criteria.	5%	Designs inclusive collaboration strategies for global teams with gender/diversity awareness	Applies basic engagement strategies with general diversity awareness	Lists tactics with minimal diversity consideration	No engagement or diversity strategy
RAS7	Incorporate cutting-edge technological solutions in their relevant areas of practice, taking into account relevant ethical considerations.	10%	Integrates AI-enabled tools ethically in growth planning, due diligence, and organizational alignment	Uses tech tools with basic ethical awareness	Mentions tech use; lacks ethical reflection	No tech or ethical consideration
RAC3	Develop advanced leadership skills to manage teams inclusively and effectively in a technological environment, focusing on innovation.	20%	Leads global teams using collaborative platforms and people analytics; fosters innovation and inclusive culture	Demonstrates leadership with some tech and inclusion	Shows basic leadership; limited tech or innovation focus	No leadership or innovation evident
RAC6	Promote responsible practices that foster regenerative growth and an ethical culture to generate a lasting positive impact.	20%	Designs governance and growth frameworks that embed ethics, ecological performance, and long-term stakeholder value	Suggests responsible practices with general ethical framing	Identifies ethical concerns; lacks strategic depth	No responsible or ethical practice proposed