FOCUS UNIVERSITY INSTITUTE

Madrid, Spain

GLOBAL STRATEGY, DIGITAL BUSINESS MODELS, AND GEOECONOMICS

Program Developer: Luis Fernando (Lou) Villalba, PhD., EdD.

Course Code:	GSG 503 (Provisional)
Credits:	3 North American Graduate Credits / Proposed 6 ECTS
Academic Level:	Graduate (Master's)
Duration:	14 Weeks
Student Workload:	Approximately 150 Hours (42 Guided + 108 Independent)
Delivery Mode:	Madrid-Based, Online, or Blended
Program/Stage:	Master of Business Administration with a Concentration in Business and Sustainability / Common Trunk
Professor:	____________________
Office Hours:	[To be determined]
Contact:	[To be determined]

1. Course Description

This common-trunk graduate course forms part of the Master of Business Administration with a Concentration in Business and Sustainability. It contributes global economics, competitive and corporate strategy, digital business models, entrepreneurship, and international growth to a full-function MBA spanning the principal areas of business administration. The concentration strengthens the program through explicit sustainability outcomes and applications without replacing its broad MBA identity or creating complete course-for-course equivalence with another institution's curriculum.

The course gives particular attention to digital business models, platforms, ecosystems, network effects, data and artificial intelligence, standards, complements, scalability, and trust. Students evaluate how technology changes industry boundaries and value architecture while also considering governance, concentration, inclusion, environmental effects, stakeholder interests, and the continuing importance of human judgment and organizational capability.

Geoeconomic analysis connects strategy to trade, investment, regulation, technology controls, sanctions, supply networks, energy and critical resources, standards, currency and financial conditions, and geopolitical fragmentation. Students use evidence and scenarios rather than prediction alone. The Week 14 final project requires a board-level briefing that recommends and defends an internationally and interculturally responsive digital-business strategy.

2. Course Learning Outcomes

Upon successful completion of this course, students will be able to:

- LO1. **Integrate** strategy, economics, industry, institution, resource, capability, entrepreneurial, stakeholder, and international-management frameworks to diagnose an organization's position and sources of advantage. [Bloom's Level 4: Analyze]
- LO2. **Evaluate** digital business models, platforms, ecosystems, network effects, data and AI value logic, governance, scalability, and strategic fit. [Bloom's Level 5: Evaluate]

LO3. **Analyze** geoeconomic, geopolitical, technological, regulatory, trade, investment, financial, and supply-network forces using credible evidence and structured scenarios. [Bloom's Level 4: Analyze]

LO4. **Formulate** and compare strategic alternatives that respond to climate, nature, resource, social, and just-transition pressures while strengthening stakeholder legitimacy, resilience, and responsible international value creation. [Bloom's Level 6: Create]

LO5. **Create** and defend a board-level global strategy that integrates competitive and entrepreneurial viability with measurable sustainable value, responsible AI use, governance, implementation, and professional communication. [Bloom's Level 6: Create]

3. Required Materials

3.1 Main Texts and Open Educational Resource (OER)

- Main Text 1: Grant, R. M. (2024). Contemporary strategy analysis (12th ed.). Wiley.
- Main Text 2 (OER): LibreTexts. (n.d.). Mastering strategic management. https://biz.libretexts.org/Bookshelves/Management/Mastering_Strategic_Management

3.2 Supplementary Texts (Non-Open Educational Resources)

- Organisation for Economic Co-operation and Development. (2024). OECD digital economy outlook 2024 (Volumes 1-2). OECD Publishing.
- World Trade Organization. (2025). World trade report 2025: Making trade and AI work together to the benefit of all. WTO.
- Aiyar, S., et al. (2023). Geoeconomic fragmentation and the future of multilateralism (Staff Discussion Note 2023/001). International Monetary Fund.
- Selected current company filings, country and industry data, trade and investment sources, peer-reviewed articles, and professional cases supplied through the LMS.

3.3 Open Educational Resources (OER)

- Mastering Strategic Management open textbook: https://biz.libretexts.org/Bookshelves/Management/Mastering_Strategic_Management
- Open Textbook Library record and licence information: https://open.umn.edu/opentextbooks/textbooks/mastering-strategic-management-2015
- OECD Digital Economy Outlook 2024: https://www.oecd.org/en/publications/oecd-digital-economy-outlook_f0b5c251-en.html
- WTO World Trade Report 2025: https://www.wto.org/english/res_e/publications_e/wtr25_e.htm
- IMF Geoeconomic Fragmentation and the Future of Multilateralism: https://doi.org/10.5089/9798400229046.006
- UN Trade and Development Digital Economy Report 2024: https://unctad.org/publication/digital-economy-report-2024

- World Bank World Development Report 2025: https://www.worldbank.org/en/publication/wdr2025
- Selected WTO, OECD, IMF, World Bank, UNCTAD, European Union, national statistical, and company investor-relations datasets.

3.4 Technology Requirements

- Reliable internet connection and Learning Management System access
- Spreadsheet, presentation, collaborative-document, visualization, and strategy-mapping software
- Instructor-approved artificial-intelligence and analytics tools; students will not be required to purchase multiple commercial subscriptions
- PDF annotation and video-conferencing capability for source review, board briefings, and the final oral defence

4. Assessment Structure

This course combines ongoing strategy laboratories with an individual strategic-position and digital-business-model diagnosis, a geoeconomic scenario and strategic-options memorandum, an independently completed midterm examination, and an applied final board briefing. The final project replaces a conventional final examination and culminates in Week 14.

Assessment Component	Type	Weight	Due Date
Strategy Labs & Professional Contribution	Ongoing	10%	Continuous
Strategic Position & Digital Business Model Diagnosis	**Formative**	15%	Week 4
Midterm Examination	**Summative**	20%	Week 7
Geoeconomic Scenario & Strategic Options Memorandum	**Summative**	15%	Week 10
Final Project: Global Strategy & Geoeconomic Board Briefing	**Summative**	40%	Week 14
TOTAL		**100%**	

5. Grading Scale

This course uses the American University grading scale:

Letter Grade	Percentage	Description
A	93-100%	Excellent; exceptional achievement
A-	90-92%	Excellent work with minor areas for improvement
B+	87-89%	Very good; above average performance
B	83-86%	Good; solid understanding demonstrated
B-	80-82%	Good work with some areas for improvement
C+	77-79%	Satisfactory; meets basic requirements
C	73-76%	Adequate; acceptable understanding
C-	70-72%	Passing but below average
D	60-69%	Minimum passing; significant improvement needed
F	Below 60%	Failing; does not meet course requirements

6. Course Schedule

Week 1: Strategy, Purpose, Value, and Responsible Advantage

Topics: Strategy as diagnosis, choice, and action; value creation and capture; purpose; stakeholders; performance; ethics; sustainability; intended, emergent, and realized strategy

Readings: Grant, Chapter 1; Mastering Strategic Management, Chapters 1-2

Synchronous: Strategy statement and stakeholder-value workshop

Asynchronous: Organizational purpose, performance, and strategic-question diagnostic

Week 2: External Environment, Industry, Institutions, and Country Context

Topics: PESTEL; industry structure and dynamics; complements; strategic groups; institutions; country and market risk; regulatory and nonmarket forces; evidence quality

Readings: Grant, selected industry-analysis chapters; Mastering Strategic Management, Chapter 3

Synchronous: Multi-level external and institutional analysis laboratory

Asynchronous: Build an evidence register and external-driver map

Week 3: Resources, Capabilities, Value Systems, and Dynamic Advantage

Topics: Resources and capabilities; VRIO; value chain and value system; knowledge; routines; organizational fit; dynamic capabilities; imitation; path dependence

Readings: Grant, selected resources-and-capabilities chapters; Mastering Strategic Management, Chapter 4

Synchronous: Capability diagnosis and advantage-sustainability challenge

Asynchronous: Complete resource, capability, and value-system analysis

Week 4: Business, Corporate, and Cooperative Strategy

Topics: Cost and differentiation advantage; focus; scope; vertical integration; diversification; alliances; ecosystems; strategic coherence; trade-offs and uncertainty

Readings: Grant, selected business- and corporate-strategy chapters; Mastering Strategic Management, Chapters 5-8

Synchronous: Strategic position and alternative-generation clinic

Asynchronous: Complete Strategic Position and Digital Business Model Diagnosis

Assessment Due: Strategic Position & Digital Business Model Diagnosis (15%)

Week 5: Digital Business Models, Platforms, Ecosystems, and Network Effects

Topics: Digital value propositions; revenue and cost logic; platforms and multi-sided markets; network effects; complements; data; switching costs; scaling; ecosystem governance

Readings: OECD Digital Economy Outlook 2024, selected sections; instructor digital-business-model readings

Synchronous: Digital business model and ecosystem-mapping laboratory

Asynchronous: Compare platform, pipeline, subscription, marketplace, and data-enabled value architectures

Week 6: AI, Technology Strategy, Standards, Regulation, and Trust

Topics: AI and digital capability; build, buy, partner, or abstain; technology trajectories; interoperability and standards; digital regulation; privacy; security; inclusion; environmental effects

Readings: OECD Digital Economy Outlook 2024, Volumes 1-2; World Bank World Development Report 2025, selected overview

Synchronous: Technology-choice and standards-strategy case

Asynchronous: Prepare for the midterm through an integrated strategy and digital-model case set

Week 7: Midterm Examination and Strategic Integration

Topics: Integration of strategic diagnosis, industry and institutional analysis, resources and capabilities, competitive and corporate strategy, digital business models, and responsible technology strategy

Readings: Review Weeks 1-6 materials

Synchronous: Individual midterm examination; generative AI is not permitted unless expressly authorized

Asynchronous: Post-examination correction and professional-learning plan

Assessment Due: Midterm Examination (20%)

Week 8: International Strategy, Market Selection, Entry, and Intercultural Context

Topics: International advantage; country selection; distance; institutions; entry modes; global integration and local responsiveness; emerging markets; intercultural assumptions and adaptation

Readings: Grant, international-strategy chapter; Mastering Strategic Management, Chapter 7; selected country evidence

Synchronous: Market-selection and entry-mode decision case

Asynchronous: Country, institution, and intercultural comparison for the final project

Week 9: Geoeconomics, Fragmentation, Trade, Investment, and Technology

Topics: Geoeconomics; trade and investment policy; tariffs and non-tariff measures; sanctions; export and investment controls; strategic technologies; currencies; energy; critical resources; blocs and alignment

Readings: Aiyar et al. (2023); WTO World Trade Report 2025, selected sections

Synchronous: Geoeconomic exposure map and evidence-calibration workshop

Asynchronous: Develop drivers, signposts, dependencies, and exposure pathways

Week 10: Scenarios, Resilience, Strategic Options, and Decision Triggers

Topics: Scenario planning; critical uncertainties; signposts; stress testing; supply-network and technology resilience; diversification; optionality; no-regret moves; thresholds and decision triggers

Readings: IMF geoeconomic-fragmentation materials; WTO and OECD evidence relevant to the selected organization

Synchronous: Scenario stress-test and strategic-options review

Asynchronous: Submit Geoeconomic Scenario and Strategic Options Memorandum

Assessment Due: Geoeconomic Scenario & Strategic Options Memorandum (15%)

Week 11: Nonmarket Strategy, Government, Ethics, and Stakeholder Legitimacy

Topics: Regulation and public policy; government and civil-society relationships; legitimacy; responsible influence; human rights; sanctions compliance; sustainability; distributional effects; stakeholder conflict

Readings: Mastering Strategic Management, governance and ethics chapter; UNCTAD Digital Economy Report 2024, selected sections

Synchronous: Stakeholder, legitimacy, and responsible-nonmarket-strategy case

Asynchronous: Integrate ethics, sustainability, governance, and stakeholder consequences into the final recommendation

Week 12: Global Strategic Choice, Governance, and Implementation

Topics: Strategic alternatives and trade-offs; financial implications; operating model; partnerships; talent and capabilities; board governance; metrics; assumptions; sequencing; review and adaptation

Readings: Grant, implementation and current strategy chapters; selected board and implementation materials

Synchronous: Board decision criteria, implementation architecture, and metric design

Asynchronous: Complete final-project proposal, option set, evidence plan, and board decision question

Project Milestone Due: Final-project proposal and evidence/scenario plan

Week 13: Global Strategy and Geoeconomic Board-Briefing Studio

Topics: Strategic synthesis; executive narrative; evidence visualization; scenario comparison; recommendation; implementation; risk; AI provenance; oral-defence preparation

Readings: Review course resources relevant to the selected organization and strategic decision

Synchronous: Board-briefing studio, peer challenge, instructor consultation, and defence rehearsal

Asynchronous: Complete board paper, evidence and scenario appendices, AI Usage Statement, and presentation

Week 14: Final Board Briefings, Oral Defence, and Certificate Integration

Topics: Integration of AI-enabled management, finance, strategy, digital business models, global context, geoeconomics, ethics, resilience, and professional judgment

Readings: No new readings; review project evidence and course and certificate-cluster outcomes

Synchronous: Global Strategy and Geoeconomic Board Briefings, oral defence, peer learning, and course synthesis

Asynchronous: Submit final board paper, appendices, presentation, and individual reflection

Assessment Due: Final Project: Global Strategy & Geoeconomic Board Briefing (40%)

7. Detailed Assignment Descriptions

7.1 Strategy Labs & Professional Contribution - 10%

Learning Outcomes Addressed: All course learning outcomes

Description

Strategic competence develops through disciplined evidence review, comparison, challenge, and synthesis. Students prepare for class, complete strategy laboratories, explain assumptions, test frameworks against context, distinguish facts from scenarios, and contribute constructively to peer review.

Requirements

- Attend a minimum of 12 of 14 synchronous sessions and participate actively
- Complete strategy, digital-business-model, country, institution, and geoeconomic laboratories with traceable evidence
- Explain analytical choices, assumptions, uncertainty, and limitations in accessible managerial language
- Provide respectful, specific, and useful challenge during peer and board-briefing reviews
- Follow confidentiality, sanctions-compliance, attribution, verification, and AI-use disclosure requirements

Participation Rubric

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Preparation & Engagement (25%)	Consistently prepared; contributions materially advance strategic analysis	Regular preparation and useful contribution	Basic preparation and participation	Unprepared, absent, or minimal contribution
Strategy Labs (35%)	Rigorous, traceable analysis with excellent contextual judgment	Strong work with minor gaps	Basic work with limited integration	Incomplete, unsupported, or formulaic work
Peer Contribution (20%)	Challenge materially improves peers' reasoning, options, and evidence	Constructive and relevant feedback	Basic feedback with limited detail	Little or unprofessional engagement
Professional & Responsible Conduct (20%)	Exemplary verification, intercultural respect, confidentiality, attribution, and disclosure	Responsible conduct with minor lapses	Meets minimum requirements	Repeated or serious professional concerns

7.2 Strategic Position & Digital Business Model Diagnosis (Formative Assessment 1) - 15%

Learning Outcomes Addressed: CLO1, CLO2, CLO3, CLO4

Due Date: Week 4

Description

Students diagnose the strategic position and digital value architecture of an approved organization. The assignment integrates external, industry, institutional, resource, capability, competitive, and digital-business-model evidence and establishes the analytical baseline for later global and geoeconomic work.

Requirements

1. Define the organization, strategic question, scope, decision audience, period, and performance or value problem
2. Analyze material external, industry, institutional, country, stakeholder, and competitive forces using credible evidence
3. Evaluate resources, capabilities, value system, dynamic capability, current advantage, and material vulnerabilities
4. Map the digital business model, ecosystem roles, network effects, data/AI logic, revenue and cost logic, governance, and strategic fit
5. Identify central strategic tensions, uncertainties, preliminary alternatives, evidence gaps, and an AI Usage Statement

Total Length: 1,800-2,200 words plus strategy maps, business-model diagram, evidence register, and selected data exhibits

Format: APA 7 analytical report and visual exhibits; submit via LMS as PDF and editable source files

Strategic Position & Digital Business Model Diagnosis Rubric

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Scope, Context & Evidence (15%)	Precise strategic question and authoritative, current, reproducible evidence	Clear scope and strong evidence with minor gaps	Adequate scope and partial traceability	Unclear question or unreliable evidence
External, Industry & Institutional Analysis (25%)	Integrated analysis reveals material drivers, interactions, and uncertainty	Strong analysis with minor gaps	Basic analysis with limited integration	Analysis superficial or framework-driven without evidence
Resources, Capabilities & Advantage (25%)	Nuanced diagnosis explains value, fit, durability, and vulnerability	Sound diagnosis with minor gaps	Basic diagnosis with limited depth	Capabilities or advantage unsupported
Digital Business Model & Ecosystem (25%)	Value logic, ecosystem, network effects, data/AI, governance, and fit are critically evaluated	Strong model analysis with minor gaps	Basic model description with limited evaluation	Digital model inaccurate or disconnected from strategy
Synthesis & Communication (10%)	Strategic tensions and preliminary options are executive-ready, cited, and transparent	Professional synthesis with minor issues	Adequate but uneven	Unclear, poorly cited, or undisclosed AI use

7.3 Midterm Examination (Summative Assessment 1) - 20%

Learning Outcomes Addressed: CLO1, CLO2, CLO3, CLO4

Due Date: Week 7

Description

The individual midterm examination assesses independent mastery of the strategic-analysis, competitive-advantage, digital-business-model, technology-strategy, standards, ethics, and implementation foundations. Unless expressly authorized for a specific accommodation, students may not use generative-AI tools during the examination.

Requirements

1. Explain and connect strategy, performance, industry, institution, resource, capability, business-level, and corporate-level concepts
2. Diagnose an unfamiliar organization using appropriate evidence and explicitly justified frameworks
3. Evaluate digital business model, platform, ecosystem, network-effect, data, AI, standards, and governance choices
4. Analyze ethical, stakeholder, sustainability, international, uncertainty, and implementation implications
5. Recommend and defend a coherent strategic response while recognizing assumptions and limitations

Format: 120-minute examination with applied short answers, evidence interpretation, framework selection, and integrated decision cases

Conditions: Individual work; approved reference sheet permitted; generative AI not permitted

Midterm Examination Rubric

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Conceptual Integration (20%)	Frameworks are accurately connected and selected for purpose	Strong integration with minor gaps	Basic understanding with some errors	Major concepts missing or inaccurate
Strategic Diagnosis (25%)	Evidence and context support an insightful diagnosis of causes and choices	Sound diagnosis with minor gaps	Basic diagnosis with limited depth	Diagnosis unsupported or formulaic
Digital Model & Technology Judgment (20%)	Nuanced evaluation of value logic, ecosystems, AI, standards, trust, and governance	Strong evaluation with minor gaps	Basic evaluation with limited critique	Digital analysis inaccurate or credulous
Responsible and Sustainable Global Reasoning (20%)	International, institutional, sustainability, ethical, stakeholder, and uncertainty implications are integrated	Sound reasoning with minor gaps	Basic treatment with limited integration	Material context or responsibilities omitted

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Recommendation & Communication (15%)	Coherent, calibrated response is concise and convincingly defended	Clear response with minor issues	Understandable but uneven	Recommendation unclear or unsupported

7.4 Geoeconomic Scenario & Strategic Options Memorandum (Summative Assessment 2) - 15%

Learning Outcomes Addressed: CLO1, CLO3, CLO4, CLO5

Due Date: Week 10

Description

Students develop an evidence-based geoeconomic exposure map and a concise set of decision scenarios for an approved organization. They compare strategic options under uncertainty and recommend no-regret actions, signposts, thresholds, and escalation triggers.

Assignment Focus

The memorandum must distinguish verified current conditions, assumptions, scenario variables, and predictions. Current legal or regulatory restrictions are described from authoritative sources; the work must never advise evasion of sanctions, export controls, or other lawful obligations.

Requirements

1. Organization, value drivers, markets, dependencies, technology, capital, supply-network, and institutional exposure map
2. Two to four plausible, decision-relevant scenarios defined by critical uncertainties, causal logic, signposts, and time horizon
3. Stress test of strategic alternatives across scenarios using appropriate quantitative and qualitative evidence
4. Ethical, intercultural, sustainability, stakeholder, legal, regulatory, and distributional implications
5. Recommendation with no-regret actions, options, decision triggers, ownership, monitoring, and review cadence
6. Evidence register, dated source record, limitations, and complete AI Usage Statement

Total Length: 1,800-2,200-word board memorandum plus exposure map, scenario matrix, and selected evidence exhibits

Format: Professional board memorandum, visual appendices, and 5-7 minute options defence; submit via LMS

Geoeconomic Scenario & Strategic Options Memorandum Rubric

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Exposure Map & Evidence (15%)	Material dependencies, channels, sources, dates, and limits are precise and traceable	Strong exposure analysis with minor gaps	Basic exposure map with partial evidence	Exposure or evidence incomplete or unreliable
Scenario Quality (25%)	Plausible, distinct scenarios have coherent causal logic, signposts, and decision relevance	Strong scenarios with minor gaps	Basic scenarios with limited differentiation	Scenarios arbitrary, predictive, or incoherent
Option Stress Test (25%)	Alternatives are rigorously compared across scenarios and key trade-offs	Sound comparison with useful evidence	Basic comparison with limited testing	Alternatives or conclusions unsupported
Responsibility, Risk & Compliance (15%)	Ethics, stakeholders, sustainability, intercultural context, and legal duties are integrated	Responsible treatment with minor gaps	Basic safeguards and implications	Material duties or risks omitted
Recommendation, Triggers & Communication (15%)	No-regret moves, options, triggers, ownership, and monitoring are compelling and board-ready	Practical recommendation with minor gaps	Basic recommendation and monitoring	Recommendation unclear or impractical
Professional Quality & AI Transparency (5%)	Concise, fully cited, dated, auditable, and transparently disclosed	Professional with minor issues	Adequate but uneven	Unclear, poorly sourced, or opaque

8. Final Project: Global Strategy & Geoeconomic Board Briefing (Summative Assessment 3) - 40%

Learning Outcomes Addressed: All course learning outcomes (CLO1-CLO5)

8.1 Project Overview

The final project is the culminating assessment of the course and the MBA common trunk. Students evaluate an approved organization's position across markets, institutions, technologies, and stakeholders; analyze strategic and geoeconomic forces; compare alternatives; and defend an internationally and interculturally responsive digital-business strategy.

8.2 Project Scope

Each student selects an organization and consequential board-level decision for which lawful, non-confidential, and sufficiently reliable information is available. Suitable decisions include market entry or exit, digital-platform or ecosystem strategy, strategic partnership, technology positioning, business-model renewal, international growth, resilience, or reconfiguration under geoeconomic change.

8.3 Deliverables

Board Paper and Evidence Portfolio (3,500-4,500 words, excluding appendices)

1. Executive Decision Summary: Board question, alternatives, central evidence, scenarios, risks, and recommendation
2. Strategic Position: Purpose, performance, external and institutional environment, resources, capabilities, value system, advantage, and stakeholders
3. Digital Business Model: Value architecture, ecosystem, network effects, data/AI, revenue and cost logic, governance, scale, trust, and sustainability
4. Global and Geoeconomic Analysis: Markets, countries, institutions, trade, investment, technology, regulation, dependencies, exposure, and intercultural context
5. Scenarios and Alternatives: Critical uncertainties, signposts, option performance, financial and non-financial evidence, assumptions, and limitations
6. Responsible Strategic Choice: Recommendation, trade-offs, ethics, stakeholders, sustainability, legal and governance requirements, and resilience
7. Implementation and Adaptation: Sequencing, accountabilities, partnerships, capabilities, resources, metrics, decision triggers, and review cadence
8. Evidence and AI Record: Dated sources, analytical trail, substantive human judgment, verification, uncertainty, reflection, and complete disclosure

Board Presentation and Oral Defence (12-15 minutes plus 5-10 minutes for questions)

- Present during the Week 14 synchronous session
- 10-12 slides or equivalent board-ready visual narrative supported by scenario and strategic evidence
- Respond to questions about sources, frameworks, assumptions, digital model, geoeconomic exposure, scenarios, trade-offs, implementation, and responsible action
- Professional board communication, clear attribution, and demonstration of independent graduate mastery expected

8.4 Project Timeline & Milestones

Week	Milestone	Deliverable	Weight
Week 9	Board Decision Concept	Organization, question, alternatives, scope, and access approval	Formative feedback
Week 12	Strategy & Scenario Review	Diagnosis, digital model, geoeconomic evidence, scenarios, and criteria	Peer/instructor review
Week 13	Complete Draft & Challenge	Board paper, evidence portfolio, presentation, and AI record	Instructor feedback
Week 14	Final Briefing & Defence	Final board package, presentation, and individual defence	40% of final grade

8.5 Final Project Grading Rubric

Board Paper and Evidence Portfolio (70% of Final Project Grade)

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Strategic Diagnosis & Position (15%)	Integrated diagnosis identifies material causes, advantage, vulnerabilities, and decision needs	Strong diagnosis with minor gaps	Basic diagnosis with limited integration	Diagnosis unsupported or incomplete
Digital Business Model & Ecosystem (15%)	Critical analysis connects value logic, ecosystem, data/AI, governance, scale, trust, and sustainability	Strong analysis with minor gaps	Basic analysis with limited critique	Digital model inaccurate or disconnected
Geoeconomic Analysis & Scenarios (20%)	Rigorous, dated evidence and coherent scenarios reveal exposures, signposts, and uncertainty	Sound analysis and scenarios with minor gaps	Basic analysis with limited scenario logic	Evidence or scenarios unreliable
Strategic Alternatives & Recommendation (20%)	Credible alternatives and trade-offs support a compelling, calibrated choice	Strong options and recommendation with minor gaps	Basic alternatives and recommendation	Choice unsupported or alternatives absent
Ethics, Stakeholders, Sustainability & Resilience (10%)	Responsibilities and resilience are fully integrated into choice and safeguards	Responsible treatment with minor gaps	Basic treatment with generic safeguards	Material consequences or duties omitted
Implementation, Governance & Metrics (10%)	Sequencing, ownership, capabilities, resources, measures, triggers, and review are actionable	Practical implementation with minor gaps	Basic implementation and measures	Implementation vague or impractical
Evidence, AI Transparency & Professional Quality (10%)	Board-ready, fully cited, auditable, current, and transparently disclosed	Professional with minor issues	Adequate but uneven	Unprofessional, outdated, or opaque

Board Presentation and Oral Defence (30% of Final Project Grade)

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Board Decision Narrative (30%)	Compelling narrative connects diagnosis, digital model, scenarios, options, and recommendation	Clear narrative with sound prioritization	Adequate narrative with gaps	Unclear or unsupported narrative

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Strategic Visuals & Evidence (25%)	Accurate visuals make drivers, alternatives, uncertainty, and trade-offs immediately understandable	Professional visuals support the decision	Basic visuals with limited analytical value	Visuals inaccurate, distracting, or absent
Executive & Intercultural Presence (20%)	Confident, concise, accessible, and responsive to diverse board perspectives	Professional delivery and engagement	Adequate delivery with limited adaptation	Unprofessional or ineffective delivery
Oral Defence (25%)	Responses demonstrate independent mastery of evidence, assumptions, scenarios, ethics, and implementation	Sound responses demonstrate strong understanding	Basic responses with some uncertainty	Unable to explain evidence or defend judgment

9. Course Learning Outcomes, Program Outcomes, and Assessment Alignment

Course Learning Outcome	Strategy Labs	Model Diagnosis	Midterm	Scenario Memo	Board Briefing
CLO1	✓	✓✓	✓✓	✓	✓✓
CLO2	✓	✓✓	✓✓	✓	✓✓
CLO3	✓	✓	✓	✓✓	✓✓
CLO4	✓	✓	✓	✓✓	✓✓
CLO5	✓	✓	✓	✓	✓✓

Key: ✓ = Addressed | ✓✓ = Primary Focus

10. Course Policies

10.1 Attendance & Participation

Regular attendance and active participation in synchronous sessions are essential for success in this course. Students are expected to attend all scheduled synchronous sessions with cameras enabled. If you must miss a session, please notify the instructor in advance. More than two unexcused absences may result in a reduced participation grade.

10.2 Late Submission Policy

- Assignments submitted within 24 hours of deadline: 10% penalty
- Assignments submitted 24-48 hours late: 20% penalty
- Assignments submitted more than 48 hours late: not accepted without prior approval
- Extensions may be granted for documented emergencies with advance notice

10.3 Academic Integrity

All work submitted must be your own original work. Plagiarism, including the use of AI-generated content without proper disclosure, is a serious academic offense. All sources must be properly cited. Violations of academic integrity will result in a zero for the assignment and may lead to further disciplinary action.

10.4 AI Usage Policy

Artificial intelligence may support selected strategy, discovery, comparison, scenario, and communication activities in this course, but students remain accountable for every source, fact, framework, assumption, scenario, judgment, and recommendation.

1. Assessment Conditions: The Week 7 midterm examination is completed without generative AI unless the instructor expressly authorizes a specific tool or accommodation.
2. Transparency and Provenance: Every AI-assisted submission must include an AI Usage Statement identifying tools, purposes, material prompts, outputs used, verification steps, and substantive human revisions.
3. Verification and Time Sensitivity: Current claims about markets, governments, regulations, trade, sanctions, technology controls, conflicts, and organizations must be dated and verified against authoritative original sources. AI output is not evidence and scenarios must remain distinct from verified facts.
4. Privacy, Security, and Lawful Conduct: Confidential, proprietary, personal, client, or restricted information must not be entered into public AI systems. Course work must respect sanctions, export and investment controls, intellectual property, professional ethics, and institutional data requirements and must never assist evasion of lawful obligations.

10.5 Communication Expectations

The instructor will respond to emails within 48 hours during the work week. For urgent matters, please indicate 'URGENT' in the subject line. Course announcements will be posted on the LMS. Students are expected to check the LMS and their university email daily.

10.6 Accessibility & Accommodations

Focus University Institute is committed to providing equal access to all students. Students requiring accommodations should contact the Disability Services Office and the instructor at the beginning of the term. Reasonable accommodations will be made to ensure full participation in all course activities.

10.7 Netiquette Guidelines

Online learning requires respectful, professional communication. When participating in synchronous and asynchronous discussions, please use professional language, be respectful of diverse perspectives, avoid all-caps (which reads as shouting), and provide constructive feedback. Remember that cultural differences may affect communication styles.

11. Additional Resources

11.1 Library & Research Support

- Focus University Institute Library: Strategy, international business, economics, politics, technology, law, sustainability, and interdisciplinary research databases
- Research Librarian consultations available for company, industry, country, trade, regulation, and geoeconomic evidence

11.2 Writing & Academic Support

- Writing and Learning Support: Graduate strategic analysis, evidence visualization, board writing, presentation, and study consultations
- APA Citation Guide: Purdue OWL (owl.purdue.edu)

11.3 Technical Support

- IT Help Desk: LMS, account, data, visualization, presentation, access, and approved-tool support
- Strategy-map, scenario, source-verification, privacy, accessibility, and AI Usage Statement tutorials in the course 'Getting Started' module

11.4 Professional Development

- WTO, OECD, IMF, World Bank, and UNCTAD: Trade, digital-economy, development, and geoeconomic evidence
- European Union and national statistical/regulatory sources: Current law, policy, standards, market, and country evidence
- Company filings and investor-relations sources: Strategy, performance, risk, governance, and sustainability disclosures

11.5 Suggested Bibliography (APA 7)

Aiyar, S., Chen, J., Ebeke, C. H., Garcia-Saltos, R., Gudmundsson, T., Ilyina, A., Kangur, A., Kunaratskul, T., Rodriguez, S. L., Ruta, M., Schulze, T., Soderberg, G., & Trevino, J. P. (2023). Geoeconomic fragmentation and the future of multilateralism (Staff Discussion Note 2023/001). International Monetary Fund. https://doi.org/10.5089/9798400229046.006

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12. Syllabus Disclaimer

This syllabus represents a plan for the course and may be modified at the instructor's discretion based on pedagogical needs, material changes in markets, organizations, technologies, international relations, trade or regulatory conditions, source availability, or unforeseen circumstances. Students will be notified of significant changes through the LMS and email. Continued enrollment constitutes acceptance of such modifications.

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