Focus University Institute

Master of Business Administration with a Concentration in Business and Sustainability

Career Profile and Aligned Professional Pathways

Location: Madrid, Spain
Program Developer: Luis Fernando (Lou) Villalba, PhD., EdD.
Status: Proposed career-profile framework for academic-governance, student-information, and awarding-partner review
Career orientation: Middle-management advancement with an entry and early-career pathway for graduates without prior professional experience
Academic foundation: Six-course MBA common trunk, three concentration courses, and the Integrating Business and Sustainability Capstone

1. Purpose and Responsible Use

This document identifies career families and illustrative role titles aligned with the curriculum and six program learning outcomes of the proposed **Master of Business Administration with a Concentration in Business and Sustainability**. It supports program design, student advising, career development, partnership discussions, and accurate public communication.

Career alignment means that the MBA develops knowledge and capabilities relevant to a role family. It does **not** mean that every graduate will qualify immediately for every title listed. Hiring decisions also depend on prior experience, academic and technical background, language capability, demonstrated performance, professional networks, local labour-market conditions, work authorization, and employer or regulatory requirements.

Role titles vary among employers and countries. Public-facing materials should use language such as **"career pathways," "illustrative roles," "roles for which graduates may prepare,"** or **"potential professional directions."** The program does not guarantee employment, promotion, compensation, professional licensure, or eligibility for a regulated or technically restricted activity.

2. Intended Graduate Positioning

> **Primary positioning:** The MBA is designed principally for experienced professionals seeking advancement into middle-management, specialist-lead, business-partner, advisory, project-leadership, and cross-functional sustainability-transformation roles.
>
> **Entry pathway:** Graduates without substantial work experience should normally target analyst, coordinator, associate, trainee, junior-consultant, project-support, or graduate-development roles through which they can build the experience required for later managerial responsibility.

This two-route approach reflects the breadth of sustainability work. O*NET identifies Sustainability Specialist activities spanning strategy, indicators, cost-effectiveness, reporting, policy, procurement, training, and implementation, while classifying the occupation as requiring considerable preparation. The U.S. Bureau of Labor Statistics notes that project-management specialist roles typically require a bachelor's degree and may provide progression from trainee or small-project responsibilities to larger assignments. Management-analyst roles commonly require related experience, and some employers prefer an MBA (National Center for O*NET Development, 2025; U.S. Bureau of Labor Statistics, 2025a, 2025b). These U.S. sources provide general reference points; students must investigate their intended country, sector, and employer.

Career stage	Typical learner profile	Appropriate immediate positioning	Illustrative titles
Entry or early career	Recent graduate, career changer, or learner with limited relevant experience	Research, data, reporting, coordination, project support, stakeholder support, and supervised implementation	Sustainability Analyst; Sustainability Coordinator; ESG Data Analyst; Sustainability Reporting Analyst; Sustainable Supply Chain Analyst; Climate Analyst; Circular Economy Analyst; Sustainability Project Coordinator; Junior Sustainability Consultant
Experienced professional / primary program target	Learner with relevant business, sustainability, finance, operations, supply-chain, consulting, technology, government, or sector experience	Management of a sustainability process, team, project, portfolio, disclosure, supplier program, innovation initiative, or business-partner mandate	Sustainability Manager; Sustainability Reporting Manager; Sustainable Operations Manager; Responsible Sourcing Manager; Climate Strategy Manager; Circular Economy Manager; ESG Governance Manager; Sustainability Transformation Manager
Longer-term progression	Graduate who subsequently develops substantial responsibility, specialized expertise, leadership evidence, and any required credentials	Direction of enterprise-wide sustainability strategy, major portfolios, or integrated business transformation	Director of Sustainability; Head of ESG; Head of Sustainable Business; Director of Responsible Sourcing; Director of Climate Strategy; Chief Sustainability Officer

Executive titles in the final row are longer-term possibilities, not expected entry outcomes. O*NET classifies Chief Sustainability Officers as requiring extensive preparation and often more than five years of experience (National Center for O*NET Development, 2026).

3. Aligned Career Families and Role Titles

3.1 Sustainability Strategy, Transformation, and Business Management

This family integrates sustainability into enterprise strategy, financial and operational decisions, organizational priorities, performance, governance, and implementation.

Entry and early-career roles:

- Sustainability Analyst
- Sustainability Coordinator
- Sustainability Program Analyst
- Sustainability Project Coordinator
- Junior Sustainability Consultant
- Business and Sustainability Analyst
- Sustainability Transformation Analyst

Middle-management and experienced-professional roles:

- Sustainability Manager
- Business Sustainability Manager
- Sustainability Program Manager
- Sustainability Strategy Manager
- Sustainability Transformation Manager
- Strategy and Sustainability Manager
- Sustainability Business Partner

O*NET reports titles such as Sustainability Advisor, Sustainability Consultant, Sustainability Coordinator, and Sustainability Specialist. It also identifies strategic, analytical, reporting, cost-effectiveness, training, procurement, and implementation activities within sustainability-specialist work (National Center for O*NET Development, 2025).

Curricular alignment: integrated business strategy, finance and accounting, marketing, leadership, organizational transformation, ecological economics, business and sustainability, reporting and accountability, responsible AI, and the capstone.

3.2 Sustainability Reporting, Measurement, and Accountability

This family develops reporting systems, materiality processes, metrics, controls, disclosures, management information, and assurance-ready evidence concerning organizational impacts, dependencies, risks, opportunities, and performance.

Entry and early-career roles:

- Sustainability Reporting Analyst
- ESG Data Analyst
- Sustainability Performance Analyst
- Materiality or Disclosure Analyst
- Environmental Management Systems Coordinator
- Sustainability Controls or Assurance-Support Analyst
- Impact Measurement Analyst

Middle-management and experienced-professional roles:

- Sustainability Reporting Manager

- ESG Disclosure Manager
- Sustainability Performance Manager
- Sustainability Data Governance Manager
- ESG Controls Manager
- Sustainability Assurance-Readiness Manager
- Impact Measurement and Reporting Manager

GRI describes sustainability reporting as a means for organizations to assess and communicate environmental, social, and economic impacts, strengthen transparency, respond to risks and opportunities, and support strategic decisions (Global Reporting Initiative, n.d.). Independent external assurance and formal audit opinions may require accounting, audit, engineering, or other credentials beyond the MBA.

Curricular alignment: materiality, indicators, baselines, data governance, sustainability reporting standards, environmental-management principles, internal control, assurance readiness, claim integrity, anti-greenwashing, governance, and stakeholder communication.

3.3 Circular Economy, Resource Efficiency, and Ecological Economics

This family examines resource flows, externalities, circularity, business models, natural-capital dependencies, waste prevention, resilience, and financially credible transition options.

Entry and early-career roles:

- Circular Economy Analyst
- Resource Efficiency Analyst
- Materials or Waste-Reduction Analyst
- Sustainable Business Model Analyst
- Natural-Capital or Biodiversity Analyst
- Lifecycle or Product Sustainability Analyst
- Circularity Project Coordinator

Middle-management and experienced-professional roles:

- Circular Economy Manager
- Resource Efficiency Manager
- Circular Business Model Manager
- Materials Sustainability Manager
- Natural-Capital or Biodiversity Program Manager
- Product Sustainability Manager
- Circularity Program Manager

Curricular alignment: ecological economics, social-ecological systems, externalities, planetary and resource constraints, natural capital, circularity, distribution, plural values, scenarios, finance, innovation, strategy, and implementation.

Roles involving specialized ecology, biodiversity science, lifecycle assessment, engineering, or environmental modelling may require additional scientific or technical preparation.

3.4 Sustainable Operations, Procurement, and Supply Networks

This family integrates sustainability into operations, sourcing, supplier relationships, logistics, production, quality, resilience, resource use, and value-chain performance.

Entry and early-career roles:

- Sustainable Supply Chain Analyst
- Responsible Sourcing Analyst

- Procurement Sustainability Analyst
- Supplier ESG Analyst
- Sustainable Operations Analyst
- Supply-Chain Due-Diligence Analyst
- Sustainable Procurement Coordinator

Middle-management and experienced-professional roles:

- Sustainable Supply Chain Manager
- Responsible Sourcing Manager
- Sustainable Procurement Manager
- Supplier Sustainability Manager
- Sustainable Operations Manager
- Value-Chain Sustainability Manager
- Supply-Chain Due-Diligence Manager

Curricular alignment: business strategy, finance, market and stakeholder value, governance, supplier standards, value-chain risk, circularity, environmental and social impacts, digital traceability, responsible AI, implementation, and accountability.

3.5 Climate, Energy, Carbon, and Transition Management

This family supports greenhouse-gas measurement, climate-risk and opportunity analysis, energy and decarbonization initiatives, transition planning, resilience, and performance monitoring.

Entry and early-career roles:

- Climate Analyst
- Carbon or Greenhouse-Gas Inventory Analyst
- Decarbonization Analyst
- Energy and Sustainability Analyst
- Climate Risk Analyst
- Climate-Transition Analyst
- Climate Program Coordinator

Middle-management and experienced-professional roles:

- Climate Strategy Manager
- Decarbonization Manager
- Carbon or Emissions Manager
- Energy Transition Manager
- Climate Risk Manager
- Climate Program Manager
- Net-Zero or Transition Planning Manager

Curricular alignment: climate science for business decisions, externalities, energy systems and cases, transition scenarios, financial analysis, risk and resilience, governance, targets, measurement, reporting, technology, and implementation.

Engineering design, energy auditing, emissions verification, and specialized climate modelling may require additional STEM preparation, licences, or sector credentials.

3.6 Sustainable Finance, ESG, and Impact

This family integrates sustainability considerations into corporate finance, investment, lending, risk, capital allocation, products, stewardship, and impact decisions.

Entry and early-career roles:

- Sustainable Finance Analyst
- ESG Investment Analyst
- Climate Finance Analyst
- Impact Analyst
- Stewardship Analyst
- Green or Transition Finance Analyst
- Sustainable Finance Product Analyst

Middle-management and experienced-professional roles:

- Sustainable Finance Manager
- ESG Investment Manager
- Climate Finance Manager
- Impact Investment Manager
- Stewardship or Responsible Investment Manager
- Sustainable Finance Product Manager
- ESG Risk Manager

CFA Institute identifies sustainability-related roles including ESG Analyst, Sustainability Manager, ESG Specialist, ESG Product Manager, Head of ESG, and Chief Sustainability Officer. Senior and regulated investment roles require appropriate experience and may require separate licences or professional credentials (CFA Institute, n.d.).

Curricular alignment: financial and accounting judgment, sustainable value, material risks and opportunities, investment and business cases, governance, impact integrity, reporting, AI-supported analysis, and stakeholder accountability.

3.7 Responsible Innovation, Entrepreneurship, Products, and Business Models

This family designs and implements products, services, ventures, technologies, and business models that address sustainability opportunities while remaining financially, operationally, and ethically credible.

Entry and early-career roles:

- Sustainable Innovation Analyst
- Product Sustainability Analyst
- Impact Venture Analyst
- Responsible Technology Analyst
- Sustainable Business Model Analyst
- Innovation Program Coordinator
- Circular Product Analyst

Middle-management and experienced-professional roles:

- Sustainability Innovation Manager
- Responsible Product Manager
- Circular Product or Service Manager
- Impact Venture Manager
- Sustainable Business Model Manager
- Responsible Technology Manager
- Sustainability Innovation Portfolio Manager

Curricular alignment: entrepreneurship, digital business models, customer and stakeholder value, innovation portfolios, lifecycle impacts, circularity, human-centred AI, cybersecurity, financial viability, experimentation, scaling, governance, and implementation.

3.8 Governance, Ethics, Risk, Compliance, and Human Rights

This family embeds sustainability responsibilities into governance, enterprise risk, policies, controls, due diligence, stakeholder and rights-holder processes, and accountable decision-making.

Entry and early-career roles:

- ESG Governance Analyst
- Sustainability Risk Analyst
- Responsible Business Analyst
- Human-Rights Due-Diligence Analyst
- Sustainability Compliance Analyst
- Stakeholder or Rights-Holder Analyst
- Responsible AI Governance Analyst

Middle-management and experienced-professional roles:

- ESG Governance Manager
- Sustainability Risk Manager
- Responsible Business Manager
- Business and Human Rights Manager
- Sustainability Compliance Manager
- Stakeholder Accountability Manager
- Responsible AI Governance Manager

Curricular alignment: governance, ethics, legal awareness, enterprise risk, cybersecurity, stakeholder and rights-holder responsibility, due diligence, safeguards, privacy, responsible AI, internal controls, reporting, assurance readiness, and claim integrity.

Legal opinions, statutory compliance sign-off, privacy-officer duties, and regulated assurance may require legal, audit, or other jurisdiction-specific qualifications.

3.9 Sustainability Consulting, Advisory, and Organizational Change

This family advises organizations on strategy, diagnostics, transformation, reporting, risk, implementation, and performance improvement.

Entry and early-career roles:

- Sustainability Consulting Analyst
- ESG Advisory Analyst
- Climate Advisory Analyst
- Circular-Economy Consulting Analyst
- Sustainability Research Consultant
- Change or Transformation Analyst
- Sustainability Project Analyst

Middle-management and experienced-professional roles:

- Sustainability Consulting Manager
- ESG Advisory Manager
- Climate Advisory Manager

- Sustainability Transformation Manager
- Organizational Change Manager—Sustainability
- Strategy and Sustainability Manager
- Sustainability Program Manager

The Bureau of Labor Statistics notes that management analysts advise organizations on efficiency and profitability, usually need related experience, and may benefit from MBA preparation. This supports a progression from analyst or project work toward sustainability-focused consulting management (U.S. Bureau of Labor Statistics, 2025a).

Curricular alignment: integrated business diagnosis, economics, finance, strategy, marketing, governance, technology, research, scenario analysis, stakeholder engagement, project design, implementation, executive communication, and oral defence.

3.10 Stakeholder Engagement, Partnerships, and Social Impact

This family develops relationships, partnerships, community and workforce initiatives, just-transition processes, social-impact programs, and collaborative sustainability solutions.

Entry and early-career roles:

- Stakeholder Engagement Coordinator
- Sustainability Partnerships Analyst
- Social Impact Analyst
- Community Investment Analyst
- Corporate Responsibility Analyst
- Sustainable Development Program Analyst
- Partnerships or Program Coordinator

Middle-management and experienced-professional roles:

- Stakeholder Engagement Manager
- Sustainability Partnerships Manager
- Social Impact Manager
- Community Investment Manager
- Corporate Responsibility Manager
- Just Transition Program Manager
- Sustainable Development Program Manager

Curricular alignment: stakeholder and rights-holder analysis, equity, human well-being, just transition, intercultural communication, negotiation, partnership governance, impact measurement, reporting, leadership, and implementation.

3.11 Sustainability Data, Digital Systems, and Responsible AI

This family applies data, analytics, automation, digital platforms, artificial intelligence, and information governance to sustainability decisions, reporting, monitoring, and transformation.

Entry and early-career roles:

- ESG or Sustainability Data Analyst
- Sustainability Systems Analyst
- Sustainability Reporting Technology Analyst
- Digital Sustainability Analyst
- Responsible AI Analyst
- Sustainability Dashboard Analyst

- Data-Governance Analyst—Sustainability

Middle-management and experienced-professional roles:

- Sustainability Data Manager
- ESG Technology or Product Manager
- Sustainability Analytics Manager
- Digital Sustainability Manager
- Responsible AI Governance Manager
- Sustainability Systems Manager
- ESG Data Governance Manager

O*NET identifies business-intelligence, data-analysis, database, enterprise, project-management, and lifecycle-assessment tools among technologies used in sustainability-specialist work (National Center for O*NET Development, 2025).

Curricular alignment: AI literacy, human–AI collaboration, analytics, data quality, materiality, reporting systems, cybersecurity, privacy, explainability, fairness, human oversight, digital business models, governance, and organizational change.

Advanced data-science, software-development, lifecycle-modelling, and AI-engineering roles usually require deeper technical preparation beyond a general MBA.

3.12 Public Policy, Sustainable Development, and Program Management

This family supports sustainability and sustainable-development policy, public programs, regulatory implementation, economic analysis, partnerships, grants, and cross-sector initiatives.

Entry and early-career roles:

- Sustainability Policy Analyst
- Sustainable Development Analyst
- ESG Regulatory Analyst
- Environmental-Economic Policy Analyst
- Sustainability Program Officer or Coordinator
- Public-Private Partnership Analyst
- Grants or Program Finance Analyst

Middle-management and experienced-professional roles:

- Sustainability Policy Manager
- Sustainable Development Program Manager
- ESG Regulatory Affairs Manager
- Public Affairs Manager—Sustainability
- Public-Private Partnership Manager
- Sustainability Grants or Portfolio Manager
- Cross-Sector Sustainability Program Manager

Curricular alignment: ecological economics, policy instruments, global strategy and geoeconomics, business-government relationships, finance, regulation, evidence, distributional analysis, stakeholder engagement, program governance, measurement, reporting, and implementation.

Policy, economics, technical-regulatory, and international-development positions may require public-sector, research, language, or sector experience in addition to the MBA.

4. Recommended Career Routes by Experience

4.1 Route A — Learners Without Substantial Work Experience

The immediate objective is to enter a credible business-and-sustainability pathway and accumulate supervised evidence of performance. Recommended targets include:

- analyst, junior analyst, graduate analyst, and research roles;
- coordinator, project-support, reporting-support, and program-assistant roles;
- associate or junior-consultant roles where employers use these titles for entry-level positions;
- trainee, internship, fellowship, apprenticeship, or graduate-development programs; and
- roles in smaller enterprises, social ventures, public organizations, or nonprofits where responsibility can grow through demonstrated performance.

Learners should leave the program with a portfolio of defensible work, subject to confidentiality and academic-integrity rules:

1. an integrated business and financial analysis of a sustainability decision;
2. an ecological-economic diagnosis with defined system boundaries, dependencies, impacts, and trade-offs;
3. a financially and operationally credible sustainability strategy or business-model recommendation;
4. a materiality, measurement, reporting, or assurance-readiness portfolio;
5. a circularity, climate, resource, supply-chain, innovation, or just-transition analysis;
6. a responsible-AI-supported analysis with validation, governance, and disclosure; and
7. an Integrating Business and Sustainability Capstone demonstrating leadership, implementation, evidence, and oral defence.

Candidates should adapt this evidence to the target role and develop practical proficiency in spreadsheets, presentation, project-management, business-intelligence, data-visualization, reporting, and collaboration tools. Technical pathways may additionally require lifecycle-assessment software, geographic information systems, databases, carbon-accounting platforms, SQL, Python, or sector-specific systems.

4.2 Route B — Experienced Learners and Working Professionals

The immediate objective is advancement, functional transition, or expansion of managerial scope. Appropriate targets include:

- manager or senior-manager roles within an established area of experience;
- sustainability-business-partner and cross-functional transformation roles;
- specialist-lead roles in reporting, climate, circularity, responsible sourcing, governance, sustainable finance, data, or social impact;
- responsibility for a team, process, supplier program, disclosure, project, portfolio, stakeholder relationship, or transformation initiative; and
- advisory or consulting roles that combine prior sector experience with integrated business-and-sustainability capability.

Experienced candidates should present the MBA as an integrative advancement credential supported by evidence of results: stronger strategy, credible business cases, reduced impacts or governed risks, better reporting and controls, improved supplier or operational performance, responsible innovation, stakeholder influence, team leadership, or implemented transformation.

5. Curriculum-to-Career Alignment

Program learning outcome	Career capabilities demonstrated	Strongly aligned career families
PLO1 — Integrated Business Strategy and Value Creation	Cross-functional business diagnosis; coherent strategy; financial and operational viability; enterprise and stakeholder value; implementation	Sustainability strategy; operations and supply networks; innovation and business models; consulting; experienced middle-management pathways
PLO2 — Evidence, Financial, and Analytical Decision-Making	Quantitative and qualitative evidence; finance, accounting, economics, research, scenarios, modelling, and defensible decisions under uncertainty	Reporting and measurement; climate and transition; sustainable finance; ecological economics; consulting; public policy; data and analytics
PLO3 — Digital, AI, Innovation, and Entrepreneurial Capability	Responsible digital, data, AI, innovation, and entrepreneurial solutions; lifecycle impacts; human oversight; security; inclusion; implementation risk	Sustainability data and systems; responsible innovation; reporting technology; digital supply networks; consulting; transformation
PLO4 — Sustainability and Social-Ecological Value	Climate, nature, resources, circularity, equity, human well-being, resilience, just transition, and long-term stakeholder outcomes	All sustainability families, especially ecological economics, circularity, climate, supply networks, sustainable finance, and social impact
PLO5 — Governance, Ethics, Risk, and Accountability	Governance; enterprise risk; cybersecurity; stakeholder and rights-holder responsibility; reporting; controls; assurance readiness; transparency	Governance and compliance; reporting; responsible sourcing; climate and ESG risk; sustainable finance; responsible AI; public policy
PLO6 — Leadership, Implementation, and Professional Communication	People and transformation leadership; governance, resources, capabilities, projects, measures, learning, change, and persuasive communication	All middle-management pathways; strategy; consulting; stakeholder engagement; program management; capstone-led progression

6. Illustrative Career Progressions

The following pathways are examples, not fixed sequences:

Career family	Entry or transition role	Experienced or middle-management destination	Possible longer-term progression
Sustainability strategy	Sustainability Analyst or Coordinator	Sustainability Manager or Sustainability Business Partner	Director or Head of Sustainability; Chief Sustainability Officer
Reporting and accountability	Sustainability Reporting or ESG Data Analyst	Sustainability Reporting or ESG Disclosure Manager	Director of Sustainability Reporting or ESG Accountability
Circularity and resources	Circular Economy or Resource Efficiency Analyst	Circular Economy or Resource Efficiency Manager	Director of Circular Business or Resource Strategy
Sustainable operations and supply networks	Sustainable Supply Chain or Responsible Sourcing Analyst	Sustainable Supply Chain or Responsible Sourcing Manager	Director of Sustainable Supply Networks or Procurement
Climate and transition	Climate, Carbon, or Decarbonization Analyst	Climate Strategy, Carbon, or Energy Transition Manager	Director or Head of Climate Strategy
Sustainable finance	Sustainable Finance, ESG Investment, or Impact Analyst	Sustainable Finance, Climate Finance, or Impact Investment Manager	Head of Sustainable Finance or Responsible Investment
Responsible innovation	Sustainable Innovation or Product Sustainability Analyst	Sustainability Innovation or Responsible Product Manager	Director of Sustainable Innovation
Governance and risk	ESG Governance, Sustainability Risk, or Due-Diligence Analyst	ESG Governance, Sustainability Risk, or Responsible Business Manager	Director of ESG Governance or Responsible Business
Consulting and change	Sustainability Consulting or Transformation Analyst	Sustainability Consulting or Transformation Manager	Sustainability Advisory Director or Partner, subject to substantial experience
Social impact and partnerships	Social Impact or Partnerships Analyst/Coordinator	Social Impact, Stakeholder Engagement, or Partnerships Manager	Director of Social Impact or Strategic Partnerships
Sustainability data and systems	ESG Data or Sustainability Systems Analyst	Sustainability Data, Analytics, or Systems Manager	Director of Sustainability Data and Digital Transformation
Public policy and sustainable development	Sustainability Policy or Program Analyst	Sustainability Policy or Sustainable Development Program Manager	Director of Sustainability Policy or Sustainable Development

7. Sectors and Employer Contexts

Graduates may pursue aligned opportunities across:

- corporations and diversified enterprise groups;
- consulting, advisory, accounting, audit-support, reporting, and professional-service firms;

- manufacturing, consumer goods, retail, food, agriculture, forestry, and materials;
- logistics, transportation, procurement, supply-chain, and infrastructure organizations;
- energy, utilities, construction, real estate, buildings, and urban-development organizations;
- banking, insurance, investment, asset management, development finance, and impact investing;
- technology, data, sustainability platforms, responsible-AI, and digital-transformation providers;
- tourism, hospitality, fashion, media, creative industries, and service organizations;
- government ministries, municipalities, regulators, public agencies, and public-private partnerships;
- multilateral, development, nonprofit, foundation, association, and community organizations;
- sustainability reporting, ratings, research, certification-support, and assurance-readiness providers; and
- startups, social enterprises, cooperatives, circular ventures, and mission-oriented businesses.

8. Professional Credentials and Additional Preparation

The MBA is an academic degree and does not itself confer professional licensure. Depending on the target role and jurisdiction, graduates may consider additional preparation in areas such as:

- sustainability reporting, climate disclosure, impact reporting, and assurance readiness;
- environmental-management systems and internal auditing;
- greenhouse-gas inventories, climate risk, carbon management, and energy management;
- lifecycle assessment, circular economy, natural capital, biodiversity, or geographic information systems;
- sustainable investment, climate finance, impact measurement, and financial risk;
- responsible sourcing, supply-chain due diligence, procurement, and human rights;
- project, program, change, and portfolio management;
- accounting, audit, legal compliance, privacy, cybersecurity, or risk management; and
- data analysis, visualization, business intelligence, databases, AI governance, and digital sustainability.

Credentials should be selected only after checking recognition, cost, experience conditions, regulatory relevance, and employer expectations in the intended country and occupation. They complement rather than replace relevant work experience and demonstrated capability.

9. Career-Development Expectations

Students should be encouraged to:

1. select one primary and one adjacent career family rather than market themselves for every listed role;
2. analyze real job descriptions in the intended country, sector, and language market;
3. identify gaps in experience, technical tools, regulation, sector knowledge, and professional credentials;
4. convert course and capstone work into concise, confidentiality-safe evidence of capability;
5. develop role-specific résumés, professional profiles, interview examples, and business-case narratives;
6. seek internships, projects, mentorship, professional associations, alumni contacts, employer events, and sector networks;
7. demonstrate evidence quality, systems thinking, financial and operational credibility, responsible AI use, and the ability to explain limitations and trade-offs;
8. build international and intercultural capability, including additional languages where relevant; and
9. review and update the career plan as experience, markets, standards, regulation, technology, and personal goals evolve.

10. Public-Facing Career Statement

Graduates of the Master of Business Administration with a Concentration in Business and Sustainability may prepare for career pathways in sustainability strategy and transformation, reporting and accountability, circular economy and resource efficiency, sustainable operations and supply networks, climate and transition management, sustainable finance and impact, responsible innovation, ESG governance and risk, sustainability consulting, stakeholder partnerships and social impact, sustainability data and responsible AI, and sustainable-development programs. The program is oriented principally toward middle-management and specialist-lead advancement for experienced professionals. Graduates without prior experience may begin in analyst, coordinator, associate, trainee, junior-consultant, project-support, or graduate-development roles and progress as they demonstrate capability and satisfy applicable employer, experience, technical, licensing, and regulatory requirements.

11. Limitations and Review

This profile is a curriculum-alignment and advising document, not a labour-market forecast for a particular country and not an assurance of employment. Occupational data from the United States and role examples from international professional organizations provide useful external reference points but should not be interpreted as universal entry requirements, demand forecasts, or salary expectations.

Before publication or recruitment use, Focus University Institute should confirm:

- the authorized program and credential title;
- the awarding arrangement and applicable regulatory status;
- the countries and labour markets for which claims are being made;
- any occupation-specific technical, licensing, or credential requirements;
- the availability of internships, employer projects, career services, and work authorization; and
- consistency with admissions, curriculum, learning outcomes, assessment, and graduate evidence.

The career profile should be reviewed periodically using graduate outcomes, employer and alumni feedback, student destinations, current job descriptions, professional standards, reporting and regulatory developments, technological change, and curriculum-assurance evidence.

12. References

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