

FOCUS UNIVERSITY INSTITUTE

Master of Business Administration — Concentration: Business and Sustainability

MBA-Specific Program Learning Outcomes, CLO-PLO-Assessment Map, and Curriculum Assurance Plan

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

Working academic-development document | Madrid, Spain | 2026

1. Program Identity and Assurance Purpose

This is a full-function Master of Business Administration. The concentration strengthens the MBA through ecological economics, enterprise sustainability, reporting, accountability, and integrative application; it does not replace the principal business functions. The framework supports internal academic approval and possible partnership discussion while avoiding any claim of finalized awarding authority, regulatory approval, professional certification, or complete course-for-course equivalence with another institution.

The curriculum contains six MBA common-trunk courses, three concentration courses, and one integrating capstone. Every component has exactly five course learning outcomes (50 CLOs total), open educational resources, explicit responsible AI expectations, a Week 7 independent midterm, and a Week 14 applied signature project.

2. MBA Program Learning Outcomes

Upon successful completion of the program, graduates will be able to:

1. **PLO1 — Integrated Business Strategy and Value Creation:** Integrate economics, strategy, finance, accounting, marketing, operations, supply networks, entrepreneurship, leadership, people, technology, and international context to formulate and implement coherent business strategies that create durable enterprise and stakeholder value.
2. **PLO2 — Evidence, Financial, and Analytical Decision-Making:** Critically acquire, evaluate, model, and communicate quantitative and qualitative evidence; apply financial, accounting, economic, research, scenario, and analytical methods; and make defensible decisions under uncertainty.
3. **PLO3 — Digital, AI, Innovation, and Entrepreneurial Capability:** Evaluate and design responsible digital, data, AI, innovation, and entrepreneurial solutions that improve organizational capability and value creation while addressing lifecycle impacts, human oversight, security, inclusion, and implementation risk.
4. **PLO4 — Sustainability and Social-Ecological Value:** Diagnose business activity within social-ecological systems and design financially and operationally credible strategies that address climate, nature, resources, circularity, equity, human well-being, resilience, just transition, and long-term stakeholder outcomes.
5. **PLO5 — Governance, Ethics, Risk, and Accountability:** Exercise ethical and legally aware managerial judgment through integrated governance, enterprise risk, cybersecurity, stakeholder and rights-holder responsibility, sustainability reporting, internal control, assurance readiness, transparency, and accountable decision processes.
6. **PLO6 — Leadership, Implementation, and Professional Communication:** Lead diverse people and organizational transformation; translate strategy into governance, resources, capabilities, projects, measures, learning, and change; and communicate evidence and recommendations persuasively to executive, professional, stakeholder, and intercultural audiences.

3. Curriculum Components

Component	Course	Stage	Signature Evidence
C1	AI Literacy, Generative AI, and Human-AI Collaboration	Common trunk	Human-AI Workflow Prototype; Final Project: Human-AI Collaboration Portfolio
C2	Finance, Accounting, and AI-Enabled Decision-Making	Common trunk	Final Project: AI-Enabled Financial Decision Case
C3	Global Strategy, Digital Business Models, and Geoeconomics	Common trunk	Final Project: Global Strategy & Geoeconomic Board Briefing
C4	Strategic Marketing, Customer Analytics, and Digital Growth	Common trunk	Segmentation, Experimentation & Growth Model; Final Project: Customer Analytics & Responsible Growth Strategy

Component	Course	Stage	Signature Evidence
C5	Responsible AI, Governance, Cybersecurity, and Sustainability	Common trunk	Cybersecurity & Sustainability Scenario Assurance Memorandum; Final Project: Integrated Governance, Cybersecurity & Sustainability Assurance Plan
C6	Leadership, Organizational Transformation, and the Future of Work	Common trunk	Leadership, Collaboration & Reflection Labs; Change Leadership Simulation & After-Action Review; Final Project: Leadership & Organizational Transformation Portfolio
C7	Ecological Economics for Business	Concentration	Final Project: Regenerative Business Transition Plan
C8	Business and Sustainability	Concentration	Integrated Business Sustainability Strategy
C9	Sustainability Reporting and Business Accountability	Concentration	Sustainability Reporting, Accountability & Environmental-Management Portfolio
C10	Integrating Business and Sustainability Capstone	Integrating capstone	Integrating Business and Sustainability Capstone Portfolio

4. PLO Curriculum Progression Map

Key: I = Introduced; D = Developed; M = Master's-standard direct demonstration; — = not a principal measurement point.

Course	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
C1	I	I	I	I	I	I
C2	I	D	I	I	I	I
C3	D	D	D	I	D	I
C4	D	D	D	D	D	D
C5	D	D	D	D	M	D
C6	D	—	D	D	D	M
C7	D	M	—	M	D	D
C8	M	D	D	M	D	M
C9	D	M	—	M	M	D
C10	M	M	M	M	M	M

5. PLO Direct-Assessment Plan

PLO	Primary Direct Evidence	Common Dimensions
PLO1	C3 Global Strategy; C8 Integrated Business Sustainability Strategy; C10 Capstone	Strategy integration, option coherence, enterprise value, implementation feasibility
PLO2	C2 Financial Decision Case; C7 Transition Plan; C9 Reporting Portfolio; C10 Capstone	Evidence quality, financial and quantitative analysis, uncertainty, defensible decisions
PLO3	C1 Human-AI Workflow; C3 Global Strategy; C8 Innovation Portfolio; C10 Capstone	Digital/AI judgment, innovation design, responsible controls, value and implementation
PLO4	C5 Assurance Plan; C7 Transition Plan; C8 Strategy; C9 Portfolio; C10 Capstone	Social-ecological diagnosis, sustainable value, justice, viability, measurable outcomes
PLO5	C5 Governance and Assurance Plan; C9 Reporting Portfolio; C10 Capstone	Governance, ethics, risk, controls, transparency, accountability, assurance readiness
PLO6	C6 Transformation Plan; C8 Strategy Defence; C10 Capstone and Oral Defence	Leadership, implementation, change, communication, reflection, professional defence

6. Complete CLO-PLO-Assessment Map

Each row identifies the course outcome, its program-outcome contribution, and the assessment components providing primary direct evidence (✓✓ in the course-level alignment table).

6.1 C1 — AI Literacy, Generative AI, and Human-AI Collaboration

CLO	Course Learning Outcome	PLO(s)	Primary Direct Assessment Evidence
CLO1	Explain foundational AI, machine-learning, generative-AI, foundation-model, and large-language-model concepts in language suitable for professional decision-makers.	PLO3	Midterm Examination; Final Project: Human-AI Collaboration Portfolio
CLO2	Evaluate AI outputs for factual accuracy, evidentiary support, bias, uncertainty, relevance, and fitness for a defined business purpose.	PLO2, PLO3, PLO5	AI Output Verification Audit; Midterm Examination; Human-AI Workflow Prototype; Final Project: Human-AI Collaboration Portfolio
CLO3	Apply prompting, decomposition, iteration, retrieval, verification, and structured-output techniques to complete professional tasks efficiently and transparently.	PLO3	Participation & AI Practice Lab; AI Output Verification Audit; Human-AI Workflow Prototype; Final Project: Human-AI Collaboration Portfolio
CLO4	Evaluate the environmental and social sustainability implications of AI across its lifecycle, including energy, water, materials, emissions, labour, accessibility, inclusion, and rebound effects, and compare credible lower-impact alternatives.	PLO4, PLO5	Midterm Examination; Human-AI Workflow Prototype; Final Project: Human-AI Collaboration Portfolio
CLO5	Create and defend a human-AI workflow that produces measurable business value while integrating sustainable development, stakeholder value, responsible governance, oversight, implementation controls, and professional communication.	PLO1, PLO3, PLO4, PLO5, PLO6	Human-AI Workflow Prototype; Final Project: Human-AI Collaboration Portfolio

6.2 C2 — Finance, Accounting, and AI-Enabled Decision-Making

CLO	Course Learning Outcome	PLO(s)	Primary Direct Assessment Evidence
CLO1	Integrate financial accounting, managerial accounting, finance, reporting-framework, and ethical concepts when analyzing organizational decisions.	PLO2, PLO5	Financial Statement & Earnings-Quality Analysis Brief; Midterm Examination; Final Project: AI-Enabled Financial Decision Case
CLO2	Analyze financial statements, cash flows, ratios, trends, disclosures, data quality, earnings quality, uncertainty, and stakeholder implications.	PLO2	Financial Statement & Earnings-Quality Analysis Brief; Midterm Examination; Budgeting, Scenario & Decision Model; Final Project: AI-Enabled Financial Decision Case
CLO3	Apply cost behaviour, cost-volume-profit, budgeting, variance, relevant-cost, time-value-of-money, capital-investment, scenario, sensitivity, and AI-enabled analytical tools to managerial decisions.	PLO2, PLO3	Financial Decision Labs & Professional Contribution; Midterm Examination; Budgeting, Scenario & Decision Model; Final Project: AI-Enabled Financial Decision Case
CLO4	Evaluate financial and capital-allocation decisions using credible sustainability-related information, including climate, nature, resource, workforce, value-chain, risk, opportunity, and long-term stakeholder-value considerations.	PLO2, PLO4, PLO5	Budgeting, Scenario & Decision Model; Final Project: AI-Enabled Financial Decision Case
CLO5	Create and defend an AI-enabled financial decision case that compares conventional and sustainable alternatives and integrates quantitative evidence, risk, trade-offs, implementation, controls, and professional communication.	PLO1, PLO2, PLO3, PLO4, PLO6	Final Project: AI-Enabled Financial Decision Case

6.3 C3 — Global Strategy, Digital Business Models, and Geoeconomics

CLO	Course Learning Outcome	PLO(s)	Primary Direct Assessment Evidence
CLO1	Integrate strategy, economics, industry, institution, resource, capability, entrepreneurial, stakeholder, and international-management frameworks to diagnose an organization's position and sources of advantage.	PLO1, PLO2	Strategic Position & Digital Business Model Diagnosis; Midterm Examination; Final Project: Global Strategy & Geoeconomic Board Briefing
CLO2	Evaluate digital business models, platforms, ecosystems, network effects, data and AI value logic, governance, scalability, and strategic fit.	PLO1, PLO3	Strategic Position & Digital Business Model Diagnosis; Midterm Examination; Final Project: Global Strategy & Geoeconomic Board Briefing
CLO3	Analyze geoeconomic, geopolitical, technological, regulatory, trade, investment, financial, and supply-network forces using credible evidence and structured scenarios.	PLO1, PLO2, PLO5	Geoeconomic Scenario & Strategic Options Memorandum; Final Project: Global Strategy & Geoeconomic Board Briefing
CLO4	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.	PLO1, PLO4, PLO5	Geoeconomic Scenario & Strategic Options Memorandum; Final Project: Global Strategy & Geoeconomic Board Briefing
CLO5	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.	PLO1, PLO3, PLO4, PLO6	Final Project: Global Strategy & Geoeconomic Board Briefing

6.4 C4 — Strategic Marketing, Customer Analytics, and Digital Growth

CLO	Course Learning Outcome	PLO(s)	Primary Direct Assessment Evidence
CLO1	Integrate strategic marketing, customer value, behaviour, market research, brand, offering, pricing, channel, relationship, and growth frameworks to diagnose market opportunities and challenges.	PLO1	Customer, Market & Data-Quality Diagnosis; Midterm Examination; Final Project: Customer Analytics & Responsible Growth Strategy
CLO2	Analyze customer, market, digital, financial, and experimental evidence while evaluating data provenance, quality, bias, uncertainty, metric fit, and limitations.	PLO2, PLO3	Customer, Market & Data-Quality Diagnosis; Midterm Examination; Segmentation, Experimentation & Growth Model; Final Project: Customer Analytics & Responsible Growth Strategy
CLO3	Apply segmentation, targeting, positioning, journey, funnel, cohort, customer-economics, attribution, forecasting, experimentation, and AI-enabled methods to compare growth options.	PLO2, PLO3	Midterm Examination; Segmentation, Experimentation & Growth Model; Final Project: Customer Analytics & Responsible Growth Strategy
CLO4	Evaluate marketing and AI-enabled growth choices for environmental and social sustainability, sustainable consumption, circular value propositions, inclusion, privacy, green-claims integrity, and stakeholder trust.	PLO4, PLO5	Segmentation, Experimentation & Growth Model; Final Project: Customer Analytics & Responsible Growth Strategy
CLO5	Create and defend a responsible growth strategy that produces customer and enterprise value with measurable sustainability outcomes, credible communications, implementation controls, key performance indicators, and professional communication.	PLO1, PLO3, PLO4, PLO6	Segmentation, Experimentation & Growth Model; Final Project: Customer Analytics & Responsible Growth Strategy

6.5 C5 — Responsible AI, Governance, Cybersecurity, and Sustainability

CLO	Course Learning Outcome	PLO(s)	Primary Direct Assessment Evidence
CLO1	Integrate enterprise governance, operations, value-chain, risk, ethics, stakeholder, and assurance frameworks to diagnose interdependent AI, data, cybersecurity, social, and environmental exposures.	PLO1, PLO5	AI System Inventory & Impact Assessment; Midterm Examination; Cybersecurity & Sustainability Scenario Assurance Memorandum; Final Project: Integrated Governance, Cybersecurity & Sustainability Assurance Plan
CLO2	Evaluate AI systems and data practices across their lifecycles using inventories, classification, impact assessment, accountability, transparency, human oversight, and proportionate control design.	PLO3, PLO5	AI System Inventory & Impact Assessment; Midterm Examination; Final Project: Integrated Governance, Cybersecurity & Sustainability Assurance Plan
CLO3	Assess cybersecurity, privacy, third-party, operational, and supply-chain resilience risks using business-impact, threat, vulnerability, control, incident, continuity, recovery, and assurance evidence.	PLO5	Midterm Examination; Cybersecurity & Sustainability Scenario Assurance Memorandum; Final Project: Integrated Governance, Cybersecurity & Sustainability Assurance Plan
CLO4	Analyze material sustainability dependencies, impacts, risks, opportunities, metrics, targets, transition choices, value-chain implications, and disclosure or claims quality.	PLO4, PLO5	Cybersecurity & Sustainability Scenario Assurance Memorandum; Final Project: Integrated Governance, Cybersecurity & Sustainability Assurance Plan
CLO5	Create and defend an integrated and measurable governance, operations, cybersecurity, and sustainability assurance and improvement plan for executive or board decision-making.	PLO1, PLO4, PLO5, PLO6	Cybersecurity & Sustainability Scenario Assurance Memorandum; Final Project: Integrated Governance, Cybersecurity & Sustainability Assurance Plan

6.6 C6 — Leadership, Organizational Transformation, and the Future of Work

CLO	Course Learning Outcome	PLO(s)	Primary Direct Assessment Evidence
CLO1	Diagnose complex organizational and future-of-work challenges by integrating leadership, human-resource management, organizational behaviour, systems, culture, structure, stakeholder, ethical, intercultural, and evidence-based perspectives.	PLO1, PLO6	Organizational Diagnosis & Stakeholder Change Brief; Midterm Examination; Final Project: Leadership & Organizational Transformation Portfolio
CLO2	Evaluate and practise responsible leadership, power, influence, collaboration, conflict engagement, psychological safety, inclusion, and communication across diverse, distributed, and changing work contexts.	PLO5, PLO6	Leadership, Collaboration & Reflection Labs; Midterm Examination; Change Leadership Simulation & After-Action Review; Final Project: Leadership & Organizational Transformation Portfolio
CLO3	Assess technological, demographic, economic, labour-market, and social trends and redesign work, roles, skills, human-AI collaboration, and workforce transitions for value, dignity, equity, well-being, and accountability.	PLO3, PLO6	Change Leadership Simulation & After-Action Review; Final Project: Leadership & Organizational Transformation Portfolio
CLO4	Design leadership and workforce-transition strategies for decarbonization, circularity, responsible production, job quality, equity, participation, and a just transition.	PLO4, PLO6	Organizational Diagnosis & Stakeholder Change Brief; Midterm Examination; Change Leadership Simulation & After-Action Review; Final Project: Leadership & Organizational Transformation Portfolio
CLO5	Lead and defend an organizational sustainability transformation through stakeholder collaboration, culture and capability change, responsible AI, measurable outcomes, learning, adaptation, and reflective leadership practice.	PLO1, PLO3, PLO4, PLO5, PLO6	Leadership, Collaboration & Reflection Labs; Change Leadership Simulation & After-Action Review; Final Project: Leadership & Organizational Transformation Portfolio

6.7 C7 — Ecological Economics for Business

CLO	Course Learning Outcome	PLO(s)	Primary Direct Assessment Evidence
CLO1	Critically evaluate the assumptions, purposes, methods, strengths, and limitations of ecological economics in comparison with mainstream, environmental, and natural-resource economics for business decision-making.	PLO2, PLO4	Ecological Economics Decision Labs; Midterm Examination; Final Project: Regenerative Business Transition Plan
CLO2	Analyze organizations and value chains as social-ecological systems using boundaries, stocks, flows, material and energy throughput, feedback, externalities, dependencies, uncertainty, and distributional evidence.	PLO2, PLO4	Ecological Economics Decision Labs; Organizational Metabolism & externality Diagnostic; Midterm Examination; Policy, Valuation & Transition Decision Exercise; Final Project: Regenerative Business Transition Plan
CLO3	Apply ecological-economic valuation, accounting, scenario, and multi-criteria methods to compare business options while recognizing plural values, critical thresholds, irreversibility, data limitations, and ethical consequences.	PLO2, PLO4	Ecological Economics Decision Labs; Organizational Metabolism & externality Diagnostic; Midterm Examination; Policy, Valuation & Transition Decision Exercise; Final Project: Regenerative Business Transition Plan
CLO4	Evaluate economic and policy approaches to resource use, climate, biodiversity, circularity, sufficiency, resilience, and just transition and determine their strategic implications across organizational and international contexts.	PLO1, PLO4, PLO5	Midterm Examination; Policy, Valuation & Transition Decision Exercise; Final Project: Regenerative Business Transition Plan
CLO5	Develop and defend an evidence-based regenerative business transition plan that aligns organizational value creation with ecological limits, social well-being, accountable governance, implementation, measurement, and adaptive learning.	PLO1, PLO2, PLO4, PLO5, PLO6	Final Project: Regenerative Business Transition Plan

6.8 C8 — Business and Sustainability

CLO	Course Learning Outcome	PLO(s)	Primary Direct Assessment Evidence
CLO1	Critically evaluate business sustainability, corporate responsibility, stakeholder, systems, paradox, strong-sustainability, shared-value, and regenerative perspectives and determine their implications for enterprise purpose and managerial judgment.	PLO1, PLO4, PLO5	Sustainability Strategy Studios; Enterprise Sustainability & Material-Issue Diagnostic; Midterm Examination; Integrated Business Sustainability Strategy
CLO2	Analyze an organization's material impacts, dependencies, risks, opportunities, stakeholders, rights-holders, capabilities, incentives, and value-chain relationships using credible financial, environmental, social, governance, and contextual evidence.	PLO2, PLO4, PLO5	Sustainability Strategy Studios; Enterprise Sustainability & Material-Issue Diagnostic; Midterm Examination; Sustainable Business Model & Portfolio Decision Memo; Integrated Business Sustainability Strategy
CLO3	Integrate sustainability into strategy, governance, finance, marketing, operations, supply networks, people management, digital and AI choices, innovation, partnerships, and organizational transformation.	PLO1, PLO3, PLO4	Sustainability Strategy Studios; Enterprise Sustainability & Material-Issue Diagnostic; Midterm Examination; Sustainable Business Model & Portfolio Decision Memo; Integrated Business Sustainability Strategy
CLO4	Evaluate and design sustainable, circular, inclusive, and regenerative business-model and innovation options for strategic fit, customer and stakeholder value, ecological integrity, social justice, financial viability, scalability, rebound, and implementation feasibility.	PLO1, PLO3, PLO4	Sustainability Strategy Studios; Midterm Examination; Sustainable Business Model & Portfolio Decision Memo; Integrated Business Sustainability Strategy
CLO5	Develop and defend an implementation-ready integrated business sustainability strategy with priorities, targets, portfolio choices, governance, resources, roadmap, measures, accountability, adaptive learning, and transparent professional communication.	PLO1, PLO2, PLO4, PLO5, PLO6	Integrated Business Sustainability Strategy

6.9 C9 — Sustainability Reporting and Business Accountability

CLO	Course Learning Outcome	PLO(s)	Primary Direct Assessment Evidence
CLO1	Critically compare the purposes, audiences, boundaries, materiality concepts, principles, and interoperability of major sustainability reporting, sustainability-related financial disclosure, accountability, and environmental-management frameworks.	PLO2, PLO4, PLO5	Reporting & Accountability Labs; Materiality, Boundary, Data & Control Diagnostic; Midterm Examination; Sustainability Reporting, Accountability & Environmental-Management Portfolio
CLO2	Design decision-useful sustainability data governance, baselines, methodologies, estimates, controls, evidence trails, and indicators for material environmental, social, governance, value-chain, risk, opportunity, and performance information.	PLO2, PLO4, PLO5	Reporting & Accountability Labs; Materiality, Boundary, Data & Control Diagnostic; Midterm Examination; Framework Crosswalk & Claims Assurance Exercise; Sustainability Reporting, Accountability & Environmental-Management Portfolio
CLO3	Apply environmental-management-system principles comparable to ISO 14001 concepts to identify aspects and impacts, obligations, objectives, operational controls, monitoring, corrective action, management review, and continual improvement.	PLO4, PLO5	Reporting & Accountability Labs; Materiality, Boundary, Data & Control Diagnostic; Midterm Examination; Framework Crosswalk & Claims Assurance Exercise; Sustainability Reporting, Accountability & Environmental-Management Portfolio
CLO4	Evaluate sustainability reports, metrics, targets, narratives, forecasts, and claims for completeness, balance, comparability, traceability, uncertainty, control quality, greenwashing risk, assurance readiness, and accountability to affected stakeholders and rights-holders.	PLO2, PLO4, PLO5	Reporting & Accountability Labs; Midterm Examination; Framework Crosswalk & Claims Assurance Exercise; Sustainability Reporting, Accountability & Environmental-Management Portfolio
CLO5	Create and defend an integrated sustainability reporting, accountability, and environmental-management portfolio with material disclosures, data and control documentation, governance, remediation, improvement priorities, and transparent professional communication.	PLO2, PLO4, PLO5, PLO6	Sustainability Reporting, Accountability & Environmental-Management Portfolio

6.10 C10 — Integrating Business and Sustainability Capstone

CLO	Course Learning Outcome	PLO(s)	Primary Direct Assessment Evidence
CLO1	Frame and investigate a complex applied business-and-sustainability problem through a decision-focused research question, ethical evidence protocol, appropriate methods, explicit boundaries, and critical evaluation of source quality, uncertainty, and limitations.	PLO2, PLO5	Capstone Integration & Research Studios; Problem Framing & Evidence Protocol; Integrative Case Midterm Examination; Integrating Business and Sustainability Capstone Portfolio
CLO2	Integrate strategy, economics, finance, accounting, marketing, operations, supply networks, entrepreneurship, leadership, people, digital and AI capability, ecological economics, and sustainability evidence into coherent managerial analysis.	PLO1, PLO2, PLO3, PLO4	Capstone Integration & Research Studios; Problem Framing & Evidence Protocol; Integrative Case Midterm Examination; Options, Feasibility & Impact Gate Review; Integrating Business and Sustainability Capstone Portfolio
CLO3	Evaluate alternative courses of action using quantitative and qualitative evidence, scenarios, financial and operational feasibility, environmental and social effects, stakeholder and rights-holder consequences, ethics, risk, trade-offs, and residual uncertainty.	PLO1, PLO2, PLO4, PLO5	Capstone Integration & Research Studios; Problem Framing & Evidence Protocol; Integrative Case Midterm Examination; Options, Feasibility & Impact Gate Review; Integrating Business and Sustainability Capstone Portfolio
CLO4	Design an accountable implementation, governance, change, measurement, reporting, and adaptive-learning system with roles, resources, controls, safeguards, indicators, thresholds, review, remediation, and stakeholder engagement.	PLO1, PLO4, PLO5, PLO6	Capstone Integration & Research Studios; Integrative Case Midterm Examination; Options, Feasibility & Impact Gate Review; Integrating Business and Sustainability Capstone Portfolio
CLO5	Create and defend an original, evidence-based, implementation-ready capstone recommendation that produces credible business and sustainability value through executive communication, professional artefacts, reflective judgment, and transparent responsible AI use.	PLO1, PLO2, PLO3, PLO4, PLO5, PLO6	Integrating Business and Sustainability Capstone Portfolio

7. Common Master's-Level PLO Rubric

Level	Descriptor
4 — Exceeds Master's Standard	Integrates complex evidence and perspectives independently; produces original, calibrated, strategically and operationally credible judgment; anticipates consequences; communicates and defends decisions exceptionally well.
3 — Meets Master's Standard	Integrates relevant evidence and business perspectives accurately; reaches a defensible decision; addresses sustainability, governance, implementation, uncertainty, and professional communication at the expected graduate level.
2 — Approaching Master's Standard	Demonstrates partial competence but important gaps remain in integration, evidence, analysis, sustainability, governance, feasibility, implementation, or communication; revision is required.
1 — Does Not Meet Master's Standard	Work is incomplete, inaccurate, weakly supported, ethically or professionally deficient, or unable to support and defend a credible managerial decision.

8. Assurance Process, Benchmarks, and Improvement Cycle

- Individual standard: students must meet the course passing requirement and achieve at least Level 3 on each PLO at the program's designated master's-standard demonstration point; deficiencies require documented reassessment or remediation under approved policy.
- Cohort benchmark: at least 80% of students should meet or exceed Level 3 on first-attempt direct evidence for each PLO. This is an initial internal quality benchmark, not a claim of external accreditation.
- Sampling: assess all capstones and all students at designated signature assessments during initial delivery; after stable performance is established, governance may approve a statistically and academically defensible sampling protocol while retaining individual graduation decisions.
- Calibration: faculty calibrate rubrics before marking, double-mark a sample of work, resolve material scoring differences, and record decisions and exemplar interpretations.

- Data integrity: retain de-identified PLO results, rubric dimensions, assessor notes, reassessment outcomes, modality and cohort context, and evidence-location records according to approved privacy and records policies.
- Improvement cycle: review results after every cohort; identify root causes; assign actions, owners, resources, deadlines, and success measures; implement curriculum or support changes; and verify whether later evidence improves.
- AI assurance: AI may support administration and analysis but may not replace faculty academic judgment. Students and assessors disclose material AI use, protect confidential data, and verify outputs.

9. Governance and Partnership Boundary

Course codes, credit conversions, program title, delivery approvals, admissions, assessment regulations, progression, graduation rules, awarding authority, transcript wording, faculty approvals, and any Focus-SUMAS articulation or partnership remain subject to formal written approval by the competent academic and legal authorities. This curriculum is intentionally capable of meaningful alignment without implying that Focus and SUMAS awards are identical.

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

Prepared for Focus University Institute, Madrid, Spain. © 2026 Focus University Institute. All rights reserved.