Focus University Institute

Master of Business Administration with a Concentration in Business and Sustainability

Program Vision, Mission, and Values

Location: Madrid, Spain
Program Developer: Luis Fernando (Lou) Villalba, PhD., EdD.
Status: Proposed program-level identity framework for academic-governance and awarding-partner review
Academic foundation: Six-course MBA common trunk, three concentration courses, and an integrating capstone

1. Purpose of This Framework

This framework defines the distinctive academic purpose and commitments of the proposed **Master of Business Administration with a Concentration in Business and Sustainability**. It translates Focus University Institute's educational philosophy into a program identity that combines broad, graduate-level business administration with ecological economics, sustainability strategy, responsible innovation, reporting, accountability, and applied organizational transformation.

The concentration comprises **Ecological Economics for Business**, **Business and Sustainability**, **Sustainability Reporting and Business Accountability**, and the **Integrating Business and Sustainability Capstone**.

The vision, mission, and values guide decisions concerning program learning outcomes, curriculum and assessment design, teaching and learning, faculty expectations, student experience, partnerships, quality assurance, and public communication. They do not replace formal academic policies, authorized credential language, or the approvals required from academic governance, the awarding institution, and applicable authorities.

2. Program Vision

> **To advance a future in which business creates enduring prosperity while enabling people, communities, and the living world to flourish across generations.**

The vision expresses the program's long-term aspiration. It recognizes that capable enterprises, sound management, innovation, and financial viability are essential to prosperity, while enduring value also depends on human dignity, healthy ecological systems, responsible institutions, social trust, and decisions that account for present and future consequences.

3. Program Mission

> **To prepare globally minded business leaders who combine strategic, financial, analytical, technological, and managerial expertise with sustainability principles to build competitive, resilient, and responsible enterprises in complex international markets.**

The mission centers managerial competence, enterprise viability, competitive performance, responsible growth, innovation, implementation, and accountability. Graduates are prepared to integrate sustainability across business functions and strategic decisions rather than treating it as an isolated specialty, reporting exercise, or communications claim.

4. Meaning of Business and Sustainability

Within this MBA, **business and sustainability** means the critical study and responsible practice of managing viable organizations within interconnected economic, ecological, social, technological, and institutional systems. It asks how enterprises can create durable value, manage material dependencies and impacts, strengthen resilience, contribute to sustainable development, and remain accountable for their decisions and claims.

Sustainability is not treated as a marketing label, an automatic property of any product or technology, or a substitute for sound business judgment. Students are expected to:

- integrate strategy, finance, accounting, marketing, operations, supply networks, leadership, people, entrepreneurship, technology, and international context;
- define relevant system boundaries, stakeholders and rights-holders, material issues, baselines, time horizons, and decision criteria;
- evaluate climate, nature, resource, circularity, workforce, community, governance, and intergenerational considerations where material;
- distinguish facts, assumptions, forecasts, scenarios, targets, values, and verified performance;
- examine trade-offs, rebound effects, burden shifting, distributional consequences, uncertainty, and unintended outcomes;
- connect sustainability ambition to financial and operational viability, governance, resources, capabilities, implementation, measurement, reporting, and assurance;
- use artificial intelligence, analytics, and digital technologies with human judgment, validation, security, fairness, transparency, and accountability; and
- improve decisions through evidence, stakeholder dialogue, monitoring, reflection, and continuous learning.

5. Program Values

5.1 Integrated Business Excellence and Sustainable Value Creation

Strong sustainability leadership requires strong business leadership. The program values strategic coherence, financial and operational viability, customer and stakeholder value, quality, adaptability, and disciplined execution. It seeks forms of value creation that are durable, responsible, and attentive to material economic, ecological, and social consequences.

5.2 Systems Thinking, Evidence, and Responsible Judgment

Business decisions are made within complex and interconnected systems. The program values critical inquiry, quantitative and qualitative evidence, clear assumptions and boundaries, scenario analysis, recognition of uncertainty, and the ability to understand feedback, delay, thresholds, trade-offs, and unintended consequences before exercising professional judgment.

5.3 Ethics, Governance, Transparency, and Accountability

Responsible enterprise depends on integrity, legitimate governance, effective controls, stakeholder and rights-holder responsibility, and honest communication. Students are expected to substantiate claims, disclose limitations and conflicts, protect entrusted information and resources, report performance transparently, resist greenwashing, and accept accountability for decisions and foreseeable consequences.

5.4 Purposeful Innovation and Human-Centred Technology

Innovation, entrepreneurship, artificial intelligence, analytics, and digital technologies should strengthen human capability and contribute to legitimate organizational and societal purposes. The program values creativity and experimentation while preserving human agency, explainability, privacy, security, accessibility, fairness, environmental responsibility, and appropriate oversight.

5.5 Ecological Integrity and Intergenerational Stewardship

Organizations and economies depend on the living world. The program values decisions that respect ecological limits, protect and restore natural systems, use resources responsibly, strengthen resilience, and consider the well-being and opportunities of present and future generations.

5.6 Justice, Inclusion, and Global Collaboration

Business and sustainability challenges cross functions, sectors, cultures, and borders, and their benefits and burdens are not evenly distributed. The program values equitable participation, intercultural understanding, inclusive prosperity, respect for diverse knowledge and affected communities, just transition, and collaboration across organizations, disciplines, countries, and generations.

5.7 Leadership, Implementation, and Continuous Learning

Purpose becomes credible through action and results. The program values responsible leadership, constructive challenge, teamwork, professional communication, organizational transformation, implementation discipline, reflection, and continuous learning. Students translate strategy into governance, resources, capabilities, projects, measures, accountability, and adaptive improvement.

6. Expression Across the Curriculum

The values are embedded across the complete MBA rather than confined to the sustainability concentration.

Program value	Expression in the six-course MBA common trunk	Expression in Concentration Courses 7–10
Integrated business excellence and sustainable value creation	Accounting, finance, strategy, digital business models, marketing, governance, leadership, people, innovation, and cross-functional decision-making	Viable sustainability strategies and business models, sustainable value propositions, implementation portfolios, performance measures, and integrated capstone decisions
Systems thinking, evidence, and responsible judgment	Quantitative and qualitative analysis, financial reasoning, geoeconomics, scenario work, AI-output verification, market evidence, and enterprise risk	Externalities, dependencies, materiality, system boundaries, thresholds, trade-offs, ecological-economic analysis, transition scenarios, and defensible capstone evidence
Ethics, governance, transparency, and accountability	Accounting integrity, data governance, privacy, cybersecurity, responsible AI, ethical leadership, controls, and transparent communication	Sustainability governance, stakeholder accountability, reporting standards, management systems, assurance readiness, claim integrity, and resistance to greenwashing
Purposeful innovation and human-centred technology	AI literacy, human–AI collaboration, analytics, digital business models, marketing technology, cybersecurity, and future-of-work design	Sustainable and circular innovation, enabling technologies, data and reporting systems, lifecycle effects, human oversight, and implementation safeguards
Ecological integrity and intergenerational stewardship	Sustainability integrated into finance, strategy, marketing, governance, technology, leadership, and organizational transformation	Ecological economics, social-ecological systems, climate and nature, resource use, circularity, long-term transition, reporting, and applied transformation
Justice, inclusion, and global collaboration	Global strategy, geoeconomics, inclusive markets, intercultural leadership, distributed teams, negotiation, and professional communication	Distributional analysis, plural values, rights-holders, global sustainability contexts, just transition, and cross-sector collaboration
Leadership, implementation, and continuous learning	Strategy execution, teamwork, organizational transformation, communication, reflection, and evidence-informed improvement	Sustainability road maps, governance and resource allocation, change portfolios, reporting and assurance cycles, capstone implementation, oral defence, monitoring, and adaptation

7. Alignment with the Program Learning Outcomes

The framework supports the six established program learning outcomes:

1. **Integrated Business Strategy and Value Creation:** The mission and values require students to integrate the principal business functions and create durable enterprise and stakeholder value.
2. **Evidence, Financial, and Analytical Decision-Making:** Systems thinking and responsible judgment require defensible financial, economic, research, scenario, and analytical decisions under uncertainty.
3. **Digital, AI, Innovation, and Entrepreneurial Capability:** Purposeful innovation and human-centred technology connect digital and entrepreneurial capability to oversight, security, inclusion, lifecycle effects, and implementation risk.

4. **Sustainability and Social-Ecological Value:** Ecological integrity and intergenerational stewardship place climate, nature, resources, circularity, equity, resilience, human well-being, and just transition within business decision-making.
5. **Governance, Ethics, Risk, and Accountability:** Integrity, transparency, responsible governance, enterprise risk, reporting, internal control, assurance readiness, and stakeholder responsibility are explicit program commitments.
6. **Leadership, Implementation, and Professional Communication:** The framework expects graduates to lead transformation, translate strategy into action and learning, and communicate evidence and recommendations persuasively across professional and intercultural settings.

8. Educational Commitments

The program enacts its vision, mission, and values through the following commitments:

1. **Full-function MBA foundation.** The sustainability concentration is built on broad graduate competence in finance, accounting, strategy, marketing, governance, technology, leadership, organizational transformation, people, innovation, and the principal functions of business administration.
2. **Master's-level integration and judgment.** Students critically evaluate evidence, connect theory with practice, synthesize across disciplines, make decisions under complexity and uncertainty, and defend professional judgments.
3. **Sustainability across business decisions.** Social and ecological considerations are connected to strategy, value creation, finance, markets, operations, technology, governance, leadership, implementation, and accountability.
4. **Financial and operational credibility.** Sustainability proposals are evaluated for strategic coherence, economic rationale, financial implications, operational feasibility, capabilities, risk, resourcing, implementation, and measurable results.
5. **Ecological-economic and systems competence.** Students examine externalities, dependencies, limits, feedback, distribution, plural values, resilience, and long time horizons when assessing enterprise decisions and public-policy contexts.
6. **Responsible artificial intelligence and innovation.** AI, analytics, and digital tools support learning and professional practice while students retain responsibility for evidence, validation, judgment, ethics, security, disclosure, and consequences.
7. **Purposeful applied learning.** Cases, simulations, analytical work, organizational projects, reporting exercises, and oral defence are used when they advance the learning outcomes and complement theoretical and conceptual study.
8. **Evidence, transparency, and claim integrity.** Students document sources, assumptions, methods, boundaries, uncertainty, limitations, and AI use; distinguish verified performance from aspiration; and avoid unsupported sustainability claims.
9. **Global inclusion and collaboration.** Comparative cases, diverse perspectives, international contexts, Madrid-based opportunities, online and blended participation, and collaboration across cultures and sectors support a globally inclusive learning community.
10. **Assurance and continuous improvement.** Students and faculty use assessment evidence, feedback, monitoring, research, professional standards, stakeholder dialogue, and changes in knowledge and practice to improve decisions, courses, and the program.

9. Concise Program Identity

Vision

Business creating enduring prosperity while enabling people, communities, and the living world to flourish across generations.

Mission

To prepare globally minded business leaders who combine managerial expertise with sustainability principles to build competitive, resilient, and responsible enterprises.

Values

Integrated business excellence and sustainable value creation; systems thinking, evidence, and responsible judgment; ethics, governance, transparency, and accountability; purposeful innovation and human-centred technology; ecological integrity and intergenerational stewardship; justice, inclusion, and global collaboration; and leadership, implementation, and continuous learning.

10. Approval and Review

This framework is a proposed program-level academic identity. The final wording should be confirmed alongside:

- the legally and academically authorized program title;
- the awarding arrangement and applicable regulatory status;
- the six program learning outcomes and assurance-of-learning framework;
- the six common-trunk courses, three concentration courses, and integrating capstone;
- admissions, progression, completion, and credential requirements;
- faculty qualifications and academic-governance responsibilities; and
- accurate public, partner, recruitment, transcript, and credential language.

Following approval, the vision, mission, and values should be reviewed periodically using curriculum and assessment evidence, student and graduate outcomes, faculty review, partner and stakeholder feedback, relevant research, and changes in business practice, ecological and social conditions, professional standards, technology, and regulation.