esade

TEACHING GUIDE - 2025-2026

AI Rulemakers: Shaping the Future of Artificial Intelligence

UGRA_015828

Departments	Data, Analytics, Technology and Artificial Intelligence (DATA), Dept. of Operations, Innovation & Data Sciences
Teaching Languages	English
ECTS	3
Teacher responsible	Queralt Prat Pubill - queralt.prat@esade.edu

Course Goals

Understanding key characteristics of Artificial Intelligence for organizing.
Improve the capacities to govern with Artificial Intelligence.
Understand epistemological foundations to ensure innovation in AI governance.
Being able to understand difficulties and opportunities and strategize to overcome cultural obstacles to build AI governance.

Previous knowledge

Interest about Artificial Intelligence

Prerequisits

Interest about Artificial Intelligence

Teaching methodology

To fulfill the course's goals, we will employ a blended methodology that combines learning through assistance and learning-by-doing approach. This strategy encompasses direct instruction of theoretical concepts, encouraging active engagement during sessions, fostering connections with class peers and the instructor, practical application of knowledge through in-class and group homework exercises. This comprehensive approach aims to facilitate a deeper understanding and mastery of AI governance.

Description

Course contribution to program

AI governance has emerged as an essential component, critical for fostering a prosperous society and facilitating successful innovation in the field of artificial intelligence. It is imperative that individuals equip themselves with knowledge about this rapidly evolving general-purpose technology, as it continues to transform various aspects of our lives and society. Understanding how AI is employed to enhance or potentially undermine our quality of life, as well as the capacity to envision and construct prosperous futures, plays a pivotal role in ensuring the triumph of democratic

societies, thereby benefiting all forms of life on our planet.

Short description

A global 'arms race' for advanced AI dominance is underway, carrying significant geostrategic implications. As AI continues to permeate various sectors, governments and organizations alike will increasingly incorporate AI into their everyday operations to capitalize on its benefits. However, generalized misplaced trust on automated decisions and the accelerated pressure to innovate makes it imperative that careful consideration is given to organizational, legal and ethical implications.

In the face of the ongoing AI revolution, it has become imperative for governments and organizations to develop AI systems that promote innovation, protect life forms, humans, and the environment, all while being adaptable and flexible in governing their use. The speed and magnitude of these changes pose unprecedented challenges, requiring continuous reevaluation of governance systems. The myth of AI neutrality must be critically examined and challenged to shift the focus from what AI systems can do to what they should do. Never before human societies have had the pressure to continuously rethink their governance systems.

Currently, governments and institutions lack the readiness to effectively respond to the rapid pace of change and exert positive influence over the future. What we need is the ability to govern this AI system with intention. Governments struggle to establish solid frameworks that facilitate governance in innovation-driven societies. The transformations brought about by AI hold immense potential for both beneficial and detrimental outcomes. The actions or inactions of governments and institutions will significantly shape societal prosperity like never before.

To successfully incorporate AI into governance, it is crucial to redesign existing frameworks and structures. The goal should be to not only regulate AI but also foster its positive contributions. This requires creating flexible governance models capable of continuously adapting and generating new approaches. However, obstacles such as organizational, bureaucratic, and political rigidities make this task extremely challenging.

Therefore, it is essential to develop valuable collective projects and initiatives that can overcome these barriers. By addressing these challenges head-on, we can pave the way for effective governance of AI, harness its potential for good, and ensure that it aligns with the overall well-being of societies. This requires a proactive approach to redesigning governance, enabling flexibility, and nurturing innovation.

As we navigate the ever-changing landscape of cyber-physical spaces shaped by AI, it is crucial to design, develop, and test multi-stakeholder AI governance models. These models should address the complexities and dynamics of these evolving spaces where AI plays a significant role. By doing so, we

can ensure responsible and effective governance of AI, enabling the realization of its potential while safeguarding the interests and well-being of individuals and society as a whole. Thus, the ability to design, create and communicate valuable high quality collective projects with AI governance will be paramount.

Content

#	Topic
1	Summary of Course Content:This course offers an in-depth exploration of Artificial Intelligence (AI) and its influence on society and governance. The program is divided into three modules, each addressing different facets of AI from a non-technical perspective. These modules cover the conceptual foundations of AI, its societal implications, and governance approaches. The objective of this course is to establish the basis for High quality governance FOR, OF and BY Artificial intelligence. Participants in the course will acquire the ability to influence the future by being able to transform governance by designing crucial governance logics of Artificial Intelligence.
2	Module 1: Artificial Intelligence in Society This module lays the groundwork for understanding AI, beginning with its definition, current state, and future potential. It explores the nature of AI, from basic concepts to more complex technologies, and highlights the implications and challenges AI poses to society. Participants will gain an understanding of how AI works, its applications across different sectors, and the basic principles that underpin AI technologies. We will also work on the challenges AI presents, including ethical considerations, bias, privacy concerns, and the potential for automation to disrupt labor markets. This module aims to foster a critical understanding of AI's role in shaping contemporary life, addressing both its promises and the risks involved. Module 1: Artificial Intelligence in society Session 1. Artificial Intelligence, what is it? Session 2. Artificial Intelligence challenges Session 3. Artificial Intelligence deep dive
3	Module 2: Case Studies The second module explores AI’s global impact through practical case studies, illustrating how AI systems affect society. Each session will examine critical considerations for designing effective AI governance frameworks Module 2: Case studies Session 4. Case: Data everywhere Session 5. Case: Viogén Session 6. Case: Logan-Nolan Industries Session 7. Case: AI and Big Tech
4	Module 3: Governance for, of, and by AI The third module shifts focus to the frameworks and strategies for governing AI, emphasizing the development of collective values and norms around AI technology. It looks at governance not only as a tool for regulating AI but also as an approach to leveraging AI in governance processes. How can societies collaboratively design AI systems that align with shared ethical values and public interests?. It explores methodologies for establishing collective priorities in AI development and regulation, addressing challenges in consensus-building and stakeholder engagement. Throughout the course, participants will engage in interactive discussions, case analyses, and project-based learning to understand the complexities of AI in society and the principles guiding its governance. The goal is to equip learners with the knowledge and skills to critically analyze AI's impact and to contribute meaningfully to shaping responsible AI policies and practices. Module 3: Governance for, of and by AI Session 8. Designing AI governance Session 9. Designing value projects, governance of AI Session 10. AI and us. Wrap-up

#	Topic
5	Conclusion: Throughout the course, participants will engage in interactive discussions, case analyses, and project-based learning to understand the complexities of AI in society and the principles guiding its governance. The goal is to equip learners with the knowledge and skills to critically analyze AI's impact and to contribute meaningfully to shaping responsible AI policies and practices.
6	Core Bibliography: Buyl, M., & Bie, T. De. (2023). Inherent limitations of AI fairness. ArXiv. Crawford, D. (2025). Surveillance pricing: How your data determines what you pay. Ferrara, E. (2024). Fairness and Bias in Artificial Intelligence: A Brief Survey of Sources, Impacts, and Mitigation Strategies. Sci, 6(1). https://doi.org/10.3390/sci6010003 Columbia, D. (2022). ChatGPT Should Not Exist. 1–6. Government of Japan. (2021). Governance Innovation ver. 2 . A guide to designing and implementing agile governance. Haeck, P., & Pollet, M. (2025, June). Europe's dream to wean off US tech gets a reality check. Politico. Harari, Y. N. (2018). Why Technology Favors Tyranny. The Atlantic, October, 1–19. Horton, M. (2025). The Illusion of Thinking: Understanding the Strengths and Limitations of Reasoning Models via the Lens of Problem Complexity. 1–30. Irish Council for Civil Liberties. (2023). Europe's hidden security crisis. https://www.iccl.ie/reports-and-submissions/ Narayanan, A., & Kapoor, S. (2025). AI as Normal Technology. https://knightcolumbia.org/content/ai-as-normal-technology Raji, I. D., Kumar, I. E., Horowitz, A., & Selbst, A. (2022). The Fallacy of AI Functionality. ACM International Conference Proceeding Series, 959–972. https://doi.org/10.1145/3531146.3533158 Singh, S., Nan, Y., Wang, A., D'Souza, D., Kapoor, S., Üstün, A., Koyejo, S., Deng, Y., Longpre, S., Smith, N., Ermis, B., Fadaee, M., & Hooker, S. (2025). The Leaderboard Illusion. http://arxiv.org/abs/2504.20879 Slattery, P., Saeri, A. K., Grundy, E. A. C., Graham, J., Noetel, M., Uuk, R., & Dao, J. (2024). The AI Risk Repository: A Comprehensive Meta-Review , Database , and Taxonomy of Risks From Artificial Intelligence. 7, 1–79. Smuha, N. A. (2025). The law, ethics and policy of artificial intelligence. Cambridge University Press. Zuboff, S. (2022). Surveillance Capitalism or Democracy? The Death Match of Institutional Orders and the Politics of Knowledge in Our Information Civilization. In Organization Theory (Vol. 3, Issue 3). https://doi.org/10.1177/26317877221129290 Short videos: Data Everywhere: https://www.youtube.com/watch?v=IsE_Pas2OQU Fairness: https://www.youtube.com/watch?v=enWq5UrwjDM. Accuracy: https://www.youtube.com/watch?v=tMdACESyyKQ. References may be updated to reflect the most current and relevant content.
7	Extended Bibliography (suggested for deeper insight): Corbí, M. (2016). Principles of an Epistemology of Values. Springer International Publishing AG Switzerland. European Commission. (2025).AI Continent Action Plan. European Commission. (2020). A European Strategy for Data. In European Commission. https://ec.europa.eu/info/sites/info/files/communication-european-strategy-data-19feb2020_en.pdf Data Governance Act (2022). https://doi.org/10.1007/978-3-319-32010-6_306 Harari, Y. N. (2014). Sapiens: A brief history of humankind. Random House. Kapoor, S., Stroebl, B., & Narayanan, A. (2024). AI leaderboards are no longer useful. It's time to switch to Pareto curves. 1–16. Lee, H. P. (Hank), Sarkar, A., Tankelevitch, L., Drosos, I., Rintel, S., Banks, R., & Wilson, N. (2025). The Impact of Generative AI on Critical Thinking: Self-Reported Reductions in Cognitive Effort and Confidence Effects From a Survey of Knowledge Workers. In Conference on Human Factors in Computing Systems - Proceedings (Vol. 1, Issue 1). Association for Computing Machinery. https://doi.org/10.1145/3706598.3713778

Assessment

Tool	Assessment tool	Category	Weight %
Quizzes/tests	Multiple Choice Questions Exam	Ordinary round	35.00%
Final individual project		Ordinary round	50.00%
Quizzes/tests	Multiple Choice Questions Exam	Retake	100.00%
In-class analysis and discussion of issues	In class participation	Ordinary round	15.00%

PROGRAMS

G114-Global Governance Exchange Program (Undergraduates: Law)
- G114 Year 1 (Optative)

G114S-Global Governance Exchange Program (Undergraduates: Law)
- G114S Year 1 (Optative)

GBD23-Double Degree in Business Administration and Law (Undergraduates: Law)
- GBD23 Year 3 (Optative)
- GBD23 Year 1 (Optative)
- GBD23 Year 5 (Optative)
- GBD23 Year 2 (Optative)
- GBD23 Year 4 (Optative)

GDL23-Double Degree in Law and Global Governance, Economics and Legal Order (Undergraduates: Law)
- GDL23 Year 5 (Optative)
- GDL23 Year 3 (Optative)
- GDL23 Year 1 (Optative)
- GDL23 Year 4 (Optative)
- GDL23 Year 2 (Optative)

GEL23-Bachelor of Global Governance, Economics and Legal Order (Undergraduates: Law)
- GEL23 Year 4 (Optative)
- GEL23 Year 3 (Optative)
- GEL23 Year 2 (Optative)

GRD20-Bachelor in Law (Undergraduates: Law)
- GRD20 Year 2 (Optative)
- GRD20 Year 3 (Optative)
- GRD20 Year 1 (Optative)
- GRD20 Year 4 (Optative)