

The Challenges

Employers feel that business graduates lack critical competencies. This is because students experience business management in a piecemeal way, one subject at a time. They also have little opportunity to practice their trade. As a result, graduates must build business skills on the job through trial and error.

Business instruction is also based on an outdated model that focuses on creating shareholder wealth. This approach can neglect or harm other stakeholders—customers, employees, communities, the environment, and society at large. Throughout the last few decades, the need for change has grown significantly.

The Solution

The Marketplace Conscious Capitalism® Simulation addresses these challenges in a hands-on way, through play. In the simulation, students become entrepreneurs who must start a new venture. Students team up, evaluate business opportunities, formulate a strategy, and invest resources. They must manage all the functional areas of business and navigate the challenges of operating a socially conscious business.

As the simulation unfolds, students can see the results of their actions and learn to take responsibility for them. They must continually evaluate their business performance and adjust their strategy and tactics accordingly. They must also respond to the tensions underlying



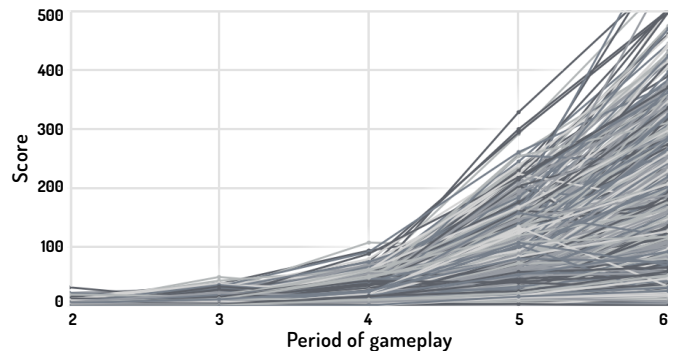
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Conscious Capitalism, including employee morale, reputation, product reliability, and environmental and health concerns.

The Learning Impacts

Almost 10,000 students at Western Governors University have used the Conscious Capitalism simulation. Administered during the Capstone course, it is designed to prepare students for their business careers and promote “business as a force for good.” MBA Program Chair, Michelle Love, says “The intentional focus on Conscious Capitalism has helped solidify the development of business skills and competencies through a conscious lens. Many learners have expressed appreciation for connecting these dots.”



The balanced scorecard trajectories of almost 10,000 students.

Learning is occurring. A balanced scorecard is used to track student performance during the simulation. Students must simultaneously work to improve profitability, marketing effectiveness, human resources, wealth creation, reputation, and other metrics. The above graph displays the scorecard trajectories of almost 10,000 students; the observed growth is only possible through knowledge application, skill development, and conscious leadership.

The ROI

Integrating Conscious Capitalism® into WGU’s capstone course has significantly changed the way students complete their MBA. According to Love, “Previously, our capstone courses were generating the most complaints by students. Now, the feedback is that the courses are rigorous and relevant, and learners are thankful to close out their program in a way that involves the simulation.”