












CONSCIOUS BUSINESS CURRICULUM

	General & Strategic Management 	Marketing 	Supply Chain & Manufacturing 	Finance 	Organization & Culture 	Leadership 
Bachelor 	Introduction to Conscious Capitalism	Conscious Marketing and Communications		Integrated Reporting	Conscious Organizations	Conscious Leadership Principles
					Cross-cultural Management and Leadership	
Graduate 	The 4 Tenets of Conscious Capitalism	Conscious Brand Leadership	Conscious Logistics and Supply Chain Management	Sustainable Finance	Conscious Organizations and Transformation	Conscious Entrepreneurship
	Performance and Progress			Financial Management	<i>Integrative Law</i>	Impact Entrepreneurship
	Strategic Risk and Governance; An ethical approach			Impact Investing		Conscious Leadership
	Impact Assessment through Theory of Change			Values-based Banking		
	<i>The Empirics of Conscious Business</i>					
Executive Education 	Essence of Graduate Courses with real life examples and conscious business cases					



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Introduction to Conscious Capitalism

(Strategy and General Mgmt – Bachelor)

Course creator : Prof. Dr. Schmidkonz – Munich Business School

In view of the planetary boundaries, sustainable economic growth for companies without taking into account the ecological and social costs is an illusion. In this course popular models of responsible business are introduced.

Additionally we use the framework of the 4 tenets of conscious business. Undergraduate students are carefully introduced to unconventional, innovative business practices and new ideas for doing business in an “unusual” way.

Many best practices are introduced, analyzed and discussed. Students need to be open to embark on an inner journey to discover their own personal values and views and how they can relate to conscious businesses.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
2	90	30	60



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : The 4 tenets of Conscious Capitalism

(Strategy and General Mgmt – Graduate)

Course creator : Prof. Dr. Schmidkonz – Munich Business School

This course will change the assumptions about what success means in businesses and management practices. In view of the planetary boundaries, sustainable economic growth for companies without taking into account the eco-logical and social costs is an illusion. Under the given conditions, however, there are numerous entrepreneurs, managers and companies that are not only economically successful but also improve living and working conditions on planet earth.

As part of the course, the framework of the 4 tenets of conscious business is applied in order to be able to understand how companies can be active in a future-proof manner that benefits all stakeholders that are involved.

The course requires students to be open to unconventional, innovative business practices and new ideas for doing business in an “unusual” way. In addition, each individual student will embark on an inner journey in which to discover their own personal values and views and how they can relate to conscious businesses

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
2	90	30	60



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Performance & Progress

(Strategy and General Mgmt – Graduate)

Course creator : Miguel Alves Martins – NOVA School of Business and Economics

This course aims to introduce the concepts underlining the balance of Performance and Progress in the corporate world. It is expected to be a reflective journey of their roles as leaders/professionals in a changing society.

The course design aims to provide students with a reflective experience of the need to balance performance & progress in individuals and organizations supporting the global shift to a new convergent economy. The course focus on the organizational tensions of these journeys towards sustainability and the alternatives to address them.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
1	tbd	tbd	tbd



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Strategic Risk & Governance - an ethical approach

(Strategy and General Mgmt – Graduate)

Course creator : Enrique Schonberg Schwarz – Barcelona School of Mgmt

This course explores the crucial concept of effective corporate governance in today's rapidly evolving business landscape. It highlights how a well-established governance system, coupled with swift response to stakeholder needs, can become a valuable asset for all of those involved.

By focusing on clear accountability, transparent operations, and ethical management practices, the course equips students with the knowledge and tools to build a low-risk and responsible company profile while exploring how strong governance translates to mitigated risks, increased stakeholder trust, and ultimately, sustainable long-term value creation.

Through studying the core principles of governance, risk management, leadership, and ethics, students will gain the skills to navigate the complex world of corporate responsibility and ensure the well-being of all stakeholders.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
2	60	24	36



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Impact Assessment through Theory of Change

(Strategy and General Mgmt – Graduate)

Course creator : Marit Schouten – Impact Center Erasmus

Nowadays everybody is talking about impact and wanting to make impact, but what does it mean and how can you assess it? This course is hands-on and teaches students a scientifically grounded approach to impact assessment by use of the logic model 'Theory of Change'.

In the first part, this course provides students with the knowledge and literature to help them learn and understand impact assessment, based on real-life exercises for business and social enterprises.

Students will learn both from their own individual efforts, efforts as a group as well as from other groups. The lecturers will act both as teachers as well as coaches in the group assignment.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
2	60	18	42



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Conscious Marketing & Communication

(Marketing – Bachelor)

Course creator : Dr. Susanne Veldung – Universität Würzburg

Three players have a major responsibility to develop our economic world to a more conscious one: businesses, consumers and brands. Brands? Yes, they are the connecting point between businesses and consumers.

Conscious Brands have a different approach to conduct marketing and communication. With their strong beliefs and values, Conscious Brands on the one side can guide the whole company and change the mind-set of the internal stakeholders.

With their appeal and charisma, Conscious Brands on the other side can change the attitudes of different consumer groups and even nudge them to a more conscious (purchase) behaviour.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
2	60	20	40



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Conscious Brand Leadership

(Marketing – Graduate)

Course creator : Dr. Susanne Veldung – Universität Würzburg

Marketing experts are facing several new circumstances and challenges but also opportunities. So, what do future CMOs need to know?

They should know how to counter challenges, conduct brand leadership consciously and realize opportunities. This is a call for Conscious Brand Leadership! Insights from marketing experts from practice and science can help to make future CMOs aware of conscious brand models and prepare them for their tasks.

Applying the principles on industry and brand examples acts as a dry run.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
2	60	20	40



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Conscious Logistics & Supply Chain Mgmt

(Supply Chain & Manufacturing – Graduate)

Course creator : Oriol Montanyà – Barcelona School of Mgmt

Conscious Supply Chain presents a comprehensive road to designing and managing a sustainable yet resilient supply chains that benefit both business and planet.

For that, the present course tries to fill the gap between sustainability and traditional logistics, empowering the students to design and execute supply chains that thrive across social, environmental, and economic dimensions.

To achieve the goal of the course, is primal to understand the historical arc of logistics and its shift towards conscious practices; to learn to design operations that balance the needs of all stakeholders, from suppliers to consumers; to master the art of navigating three critical forces shaping value chains: technology, sustainability, and resilience; and learn tools and techniques to tackle contemporary supply chain challenges for operational excellence.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
1.5	45	18	27



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Integrated Reporting

(Finance & Value Creation – Bachelor)

Course creator : Marit Schouten – Impact Center Erasmus

Integrated Reporting (IR) when adopted by companies and embraced by report consumers, has the potential to revolutionize the way companies allocate resources and how markets operate globally.

With many colleges, universities and business schools still predominantly focusing on financial reporting, integrated reporting is often underrepresented, while the developments are rapid and show no signs of slowing down. It is therefore of utmost importance that the next generation of business leaders and entrepreneurs in Europe knows the potential value of IR and can critically evaluate non-financial information in reports.

This course enables students to assess integrated reports. Due to the fast developments in this area, the course teaches students how to critically reflect without strict adherence to a single method.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
1.5	45	9	36



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Sustainable Finance

(Finance & Value Creation – Graduate)

Course creator : Rodrigo Tavares – NOVA School of Business and Economics

Sustainable finance is one of the strongest trends in capital markets – it encompasses approximately half of total Assets under Management (AuM).

The course provides an overview of the global sustainable finance market and its different variations, and explores how financial players (institutional investors, investment firms, investment banks, retail banks) can manage capital and generate value through Environmental, Social and Governance (ESG) lenses.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
tbd	tbd	tbd	tbd



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Financial Management

(Finance & Value Creation – Graduate)

Course creator : Luz Parrondo Ph.D. – Barcelona School of Mgmt

Conscious education is important for developing the next generation of business leaders who also must be innovators, creative thinkers and managers who will be more responsible towards society. The role of a financial manager is to serve other stakeholders such as staff, clients, suppliers, and society aside from increasing the wealth of shareholders. In an era of continuous development, modern technologies and need for higher growth, doing business following the path of conscious capitalism may create a competitive edge. The challenge is to orient the mindset of management students to mold them as conscious leaders.

Financial managers have a broad variety of conflicting issues to deal with, including sustainability and reliability, environmental concerns, employee morale and corporate responsibility. The challenge of this course is to push students to reflect on the implications of financial decision making on the company, the stakeholders, and the society while addressing the opportunities, situations, and problems.

This course exposes the students to real case situations that simulate the challenges a financial manager will face in today's world. It is a 'unique pedagogy' and an innovative teaching practice that works on the 'learning-by-doing' method.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
2	60	21	39



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Impact Investing

(Finance & Value Creation – Graduate)

Course creator : Antonio Miguel – NOVA School of Business and Economics

The focus of this course is to introduce students to the emerging topic of Impact Investment. Students will be able to understand the value proposition of impact investment, how impact is a key economic opportunity being driven by major market forces - consumers, investors and employees - and how it will shape capital allocation and economic decisions.

At the end of the course, students are expected to understand how financial innovation can be applied towards tackling the most pressing social and environmental problems and be aware of the different financing instruments available. This includes learning from live case studies in microfinance, social impact bonds, impact investment funds and other mechanisms.

This course will be led by learnings from the ground and supported by theoretical fundamentals. The debate will be encouraged around social issues such as poverty reduction, community capacity, and international development alongside contemporary topics including youth unemployment, homelessness and education. Students will be provided with quantitative and qualitative information to support these discussions. All subjects and topics will be presented through live case studies alongside a literature overview in order to help to deepen the understanding of the subject and support the work in class. The course is prepared to embrace a diverse class comprised by students from different academic backgrounds and with or without field experience. Students are not required to have previous financial background. "

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
tbd	tbd	tbd	tbd



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Value-based Banking

(Finance & Value Creation – Graduate)

Course creator : Dr. Marcos Eguiguren – Barcelona School of Mgmt

This course devolves into the evolution of banking, from its historical role to the modern concept of ethical and values-driven financial institutions in the way it is described by the Global Alliance for Banking on Values, discovering the guiding principles of values-based banking through real-world examples and business cases.

Through the course, students will understand why values-based banking goes further than simply sustainable practices and comprehend how these institutions prioritize impact alongside financial goals while still work towards a banking as a positive force for good in society.

Value based banking also considers the comparison of principles with the UNEP-FI responsible banking framework and differentiate between banks leading the charge and those transitioning towards a more responsible approach, all while offering a deep dive into ethical finance, showcasing how values-based banking can create a more sustainable and impactful financial system.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
1.5	45	15	30



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Conscious Organizations

(Conscious Organizations – Bachelor)

Course creator : Dorianne Cotter-Lockard Ph.D. – Munich Business School

Leaders in today's world are responsible for creating organizational cultures in which all stakeholders (employees, suppliers, business partners, investors, etc.) can flourish, as well as adapt to volatile, uncertain, complex, and ambiguous (VUCA) circumstances. Traditional approaches to educating leaders equip them with management techniques, but do not adequately prepare them to have the capacities required to create conscious organizational cultures.

This entry level course invites students to embark on a learning journey by creating a conscious culture within the classroom and beyond with team assignments. Topics covered in this course include qualities of a conscious culture, elements of conscious leadership and management, and building and transforming conscious organizations.

Students will apply these concepts through experiential activities of creating a class purpose and team values and reflect on the implementation of purpose and values throughout the course. In addition, they will understand and articulate concepts which impact organizations, such as sustainability, organizational learning, and systems thinking.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
2	60	42	18



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Cross-cultural Mgmt & Leadership

(Conscious Organizations – Bachelor)

Course creator : Prof. Jaroslava Kubatova – Palacký University Osomouc

The course focuses on understanding and managing cultural differences in cross-cultural teams. It is unique in its systems approach, combining theory with practical guidance for students' personal journeys toward cross-cultural leadership. This journey is supported by science-based practices for a meaningful life from the Greater Good Science Center at UC Berkeley.

Since the Barcelona conference in June 2023, the course has been updated based on feedback from students at Palacky University, enhancing the guidance students receive on their journey to conscious leadership.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
2	60	24	36



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Conscious Organizations & Transformation

(Conscious Organizations – Graduate)

Course creator : Dorianne Cotter-Lockard Ph.D. – Munich Business School

Leaders in today's world are responsible for creating organizational cultures in which all stakeholders (employees, suppliers, business partners, investors, etc.) can flourish, as well as adapt to volatile, uncertain, complex, and ambiguous (VUCA) circumstances. Traditional approaches to educating leaders equip them with management techniques, but do not adequately prepare them to have the capacities required to create conscious organizational cultures.

This course invites students to embark on a learning journey by creating a conscious culture within the classroom and beyond with team assignments. Topics covered in this course include qualities of a conscious culture, elements of conscious leadership and management, and building and transforming conscious organizations.

Students will apply these concepts through experiential activities of creating a class purpose and team values and reflect on the implementation of purpose and values throughout the course. In addition, they will apply frameworks that contribute to conscious organizations, such as Appreciative Inquiry, Immunity to Change, Managing Transitions, the Play Model of Organizational Change, and the Teal organization.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
3	90	60	30



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Conscious Leadership Principles

(Leadership – Bachelor)

Course creator : Dorianne Cotter-Lockard Ph.D. – Munich Business School

Leaders in today's world must adapt to volatile, uncertain, complex, and ambiguous (VUCA) circumstances. Not only must they adapt, but they must also be able to remain calm and focused while leading others to fulfill their organization's purpose and mission.

Leaders are responsible for creating organizational cultures in which all stakeholders (employees, suppliers, business partners, investors, etc.) can flourish, as well as consider a multitude of short and long-term impacts of their decisions. Traditional approaches to educating leaders equip them with management techniques, but do not adequately prepare them to have the capacities required to address these requirements.

This course is different from typical leadership courses because it begins with the inner development of the leader, which must occur before actions and decisions are taken. This entry-level course introduces key principles to expand and mature the consciousness of the leader. The principles are self-awareness and self-mastery, integrated awareness of others, including all stakeholders, leadership presence, and mindful action.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
1	30	20	10



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Conscious Entrepreneurship

(Leadership – Graduate)

Course creator : Prof. Dr. Christian Schmidkonz – Munich Business School



"The focus of this innovative entrepreneurship course is to create a deep understanding for the impact of one's own actions on nature and thus on people as an entrepreneur. Parts of the course take place in nature or in transitional spaces, such as abandoned factories.

The students consciously learn how nature solves challenges itself and how it has developed the perfect "circular economy" already. Students are encouraged to tap into the wisdom of nature to develop a valid business idea that has a positive impact on nature and people. Students learn to use tools from a range of concepts: Cradle-to-Cradle, Biomimicry, Nature-based Solutions and Conscious Capitalism. Using a "Conscious Entrepreneurship Impact Matrix" they created themselves, the students develop their product and business ideas.

As part of practical course elements, the students develop a prototype for their idea. In this process they are constantly accompanied by a preceptor. Throughout the course, after each course element, students keep a self-reflective journal to document their personal development throughout the course and how they again and again connected with the immersive experience at the beginning of the class."

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
3	90	60	30



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Conscious Leadership

(Leadership – Graduate)

Course creator : Dorianne Cotter-Lockard Ph.D. – Munich Business School



Leaders in today's world must adapt to volatile, uncertain, complex, and ambiguous (VUCA) circumstances. Not only must they adapt, but they must also be able to remain calm and focused while leading others to fulfill their organization's purpose and mission. Leaders are responsible for creating organizational cultures in which all stakeholders (employees, suppliers, business partners, investors, etc.) can flourish, as well as consider a multitude of short and long-term impacts of their decisions.

Traditional approaches to educating leaders equip them with management techniques, but do not adequately prepare them to have the capacities required to address these requirements. This course is different from typical leadership courses because it begins with the inner development of the leader, which must occur before actions and decisions are taken.

This course provides students with skills and experiences based on the Inner Development Goals (IDGs) developed to support the UN Agenda 2030 and Sustainable Development Goals (SDGs). These skills include self-awareness, awareness of others, emotional and social intelligence, dealing with paradox, mindful listening, and leading with presence.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
3	90	60	30



CONSCIOUS BUSINESS CURRICULUM

- Course abstracts-

Course : Impact Entrepreneurship

(Leadership – Graduate)

Course creator : Miguel Alves Martins – Nova School of Business and Economics



Hybrid organizations are a concept that has an increase presence in our economy. Understanding the theoretical concepts, aligning with reference case studies and tools in firsthand, will lead to learn and understand the challenges in applying such a notions.

The presentation of a case study design by your team will support that learning journey and understanding insights to your future professional life. This course links theory and practice, engaging students with concrete tools to design their impact ventures and enabling its application.

Estimated ECTS	Total estimated course hours	Estimated # of hours self-study (pre/during/post)	Estimated # of hours classroom teaching
tbd	tbd	tbd	tbd