



Principles for Responsible Management Education

Sharing Information on Progress (SIP) Report
2016/2017

PRME

Renewal of commitment to PRME

I am very pleased to reaffirm our commitment to the PRME 6 Principles for Responsible Management Education and to an ongoing focus on the UN Sustainable Development Goals.

The principles which underpin PRME are embedded in our mission:

“to educate & develop business leaders & professionals for the global marketplace. Through our teaching, our research, and our engagement with industry, we contribute proactively to the development of individuals, industry and society”.

Since our last SIP in 2014, DCU Business School has achieved a great deal. We are especially proud to have been accredited to AACSB Standards and to take our place among the top 5% of business schools globally. Furthermore we are delighted to have a deeper engagement with PRME through the UK and Ireland Chapter.

This report gives us an excellent opportunity to reflect further on the impact which we can have on transforming lives and society. A range of graduate attributes are tracked on an annual basis in order to ensure DCU Business School alumni are globally aware and locally engaged, adept at critically analysing business, societal and ethical issues, whilst being solutions oriented.

We look forward to achieving our new PRME Objectives over the next two years and to being part of the flourishing, vibrant, and progressive PRME community.

Regards



Professor Anne Sinnott

Executive Dean

DCU Business School

Dublin City University





University Background

Dublin City University (DCU) was awarded university status in 1989, nine years after its original founding as a National Institute of Higher Education (NIHE). Since its formation, DCU has played a proactive role in Ireland's economic development, educating students to the highest standards of academic excellence, by building distinctive research strengths and prioritising enterprise engagement across all areas of activity. The current DCU strategic plan (2012-2017) is entitled 'Transforming Lives and Societies' and encompasses the vision that "by 2017, DCU will be recognised internationally as a research intensive,

globally engaged University of Enterprise that is distinguished both by the quality and impact of its graduates and its focus on the translation of knowledge into societal and economic benefit". In 2016, DCU's ranking among the world's top young universities was once again evidenced by achieving 44th place in the influential QS World University Rankings: Top 50 Under 50.



Background to DCU Business School

DCU Business School is an executive Faculty of DCU. In keeping with the vision and mission of the university, DCU Business School has established a strong reputation both for providing high quality degree programmes that are responsive to the needs of the economy and society and for fostering theoretical and applied research across a range of business disciplines. The quality of teaching, research and engagement across DCU Business School was acknowledged by AACSB in 2015, when the School achieved accreditation to their global standards.

Overview of major achievements in relation to implementation of the six principles

The following pages provide an overview of DCU Business School's highlights in relation to the six principles:





1. Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy

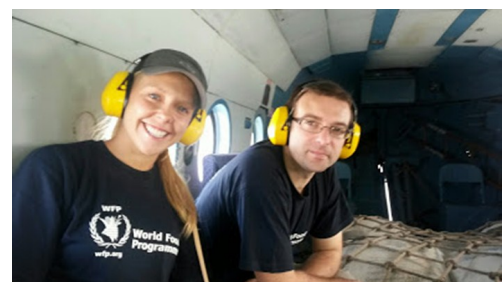
1. Purpose

- All students in DCU Business School are assessed in order to ensure they meet our Learning Goal that “Graduates will be adept at critically analysing ... ethical issues”. We are proud to report that in this assessment the following grades were achieved in 2015:

	Below 40%	40%-59%	Above 60%
Percentage	4.8%	35.7%	59.5%

- Next Generation Management (NGM), a module completed by our full time Masters in management students in Dublin and Saudi Arabia, continues to develop students’ capabilities to work for an inclusive and sustainable economy. The four key themes of NGM are Personal & Career Development, Global & Societal Awareness, Research and Digital Media & Communication. During 2015/16 NGM students completed more than 150 activities which provided personal opportunities for their own development and an opportunity to contribute to community and social engagement activities under the global and societal awareness theme.

- Graduates from our specialist masters programmes, such as the MSc Emergency Management, continue to make a significant contribution to fragile societies during major emergencies. For example, Kealan McMoreland made effective use of the theory he studied at DCU to make a real contribution during the flash floods in Malawi last year. Kaelan joined one of the ten humanitarian “coordination clusters” co-led by UN agencies and supported by cooperating partners and NGOs.



Kealan McMoreland
Responding to the Major Emergency
in Malawi in 2015





2. Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the UN Global Compact

2. Values

- DCU Business School is a signatory of the UN Global Compact and DCU is one of ten members of the Global Consortium for Sustainability Outcomes.
- The MA in Ethics (Corporate Responsibility) was launched in 2014. This programme, a specialist pathway within the MA in Ethics, is offered in partnership with the Faculty of Humanities and Social Sciences and the Association of Compliance Officers in Ireland (ACOI). It is designed to provide participants with the conceptual knowledge and practical skills that are needed to manage the ethical, social and governance aspects of businesses. Participants learn how to apply business ethics concepts and frameworks to the responsible management of organisations.
- All research students at DCU must undertake a module on research integrity. This module highlights that each scholar must know and meet their responsibilities as a researcher
 - performing research to the highest standards of professionalism, at all points of the research process – from design through to dissemination.
- Completion of DCU's online Research Integrity module should ensure research students have a good working knowledge of the various aspects of research integrity.
- The values of global social responsibility feature strongly in several modules across programmes at DCU Business School. Business & Professional Ethics (AC402) develops skills such as an awareness of the ethical issues arising in international business. International Trade & Business (EF310) includes theory of international trade and an analysis of world trade flows between developed countries and developing countries.
- Modules on undergraduate programmes that feature values of global social responsibility include International Trade & Business

(EF310) and the New Enterprise Development Project (EF317). The focus in this area of our work is on sustainable, ethical development and corporate/social responsibility.

- The module 'Innovation, Marketing and New Technology Foresights' (MG331) has a strong sustainability focus. This module features guest speakers and the following are just two examples from 2015-16:

⇒ Dr. Hugh Henry, Director of Innovation and R&D, Bord na Mona, "Building a Sustainable Collaborative Approach to Innovation".

⇒ Rory Caren, IBM Innovation Centre Marketing Manager, Ireland, "A Smarter Planet & Smarter Cities: The next Leadership Agenda".

- A team from DCU won the national Enactus competition, demonstrating how they have harnessed business principles alongside social action in a bid to help change the world. The national competition allows students to present how their community

outreach projects and business ventures are enabling progress through entrepreneurial action. The DCU team represented Ireland on the global stage at the Enactus World Cup in Toronto, Canada.



Dr Yuhui Gao (DCU Business School) and Dr Ciarán Dunne (SALIS) acted as mentors of the Enactus team.





3. Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership

3. Method

- DCU Business School's Leadership and Talent Institute hosted a conference entitled 'Leadership for a Sustainable World' on Wednesday 23rd March, 2016. The conference focused on sharing insights which contribute to sustainable organisational performance, economic growth and development. An impressive line up of internationally respected academic thought leaders, strategists and business leaders included: Mr Joe Schmidt, the Irish Rugby Head Coach; Mr. Douglas Baillie, Chief Human Resources Officer of Unilever Global; Prof Anne Sinnott, Executive Dean, DCU Business School; Dr Jane Suiter, Director of the Institute for Future Media and Journalism (FuJo); Dr. Jack McCarthy, Director of the Executive Development Roundtable, Boston

University; Prof. Patrick Wright, University of South Carolina; Dr. Janine Bosak, Senior Lecturer in Organisational Behaviour and Director of Research at Leadership & Talent Institute in Dublin City University; and Stuart Woollard, Founder, The Maturity Institute.

The conference also included a panel discussion on the topic of "Women in Leadership". High profile female business leaders on the panel included Julie Sinnamon, CEO Enterprise Ireland, Louise Phelan, Vice President of Global Operations, PayPal, Dr. Bernadette Carr, Director Medical VHI and Emily Blennerhassett Head of Commercial, AstraZeneca.



Leadership for a Sustainable World Conference

23rd March
2016

Our line up of speakers includes:



Joe Schmidt
Irish Rugby Head
Coach



Julie Sinnamon
CEO
Enterprise Ireland



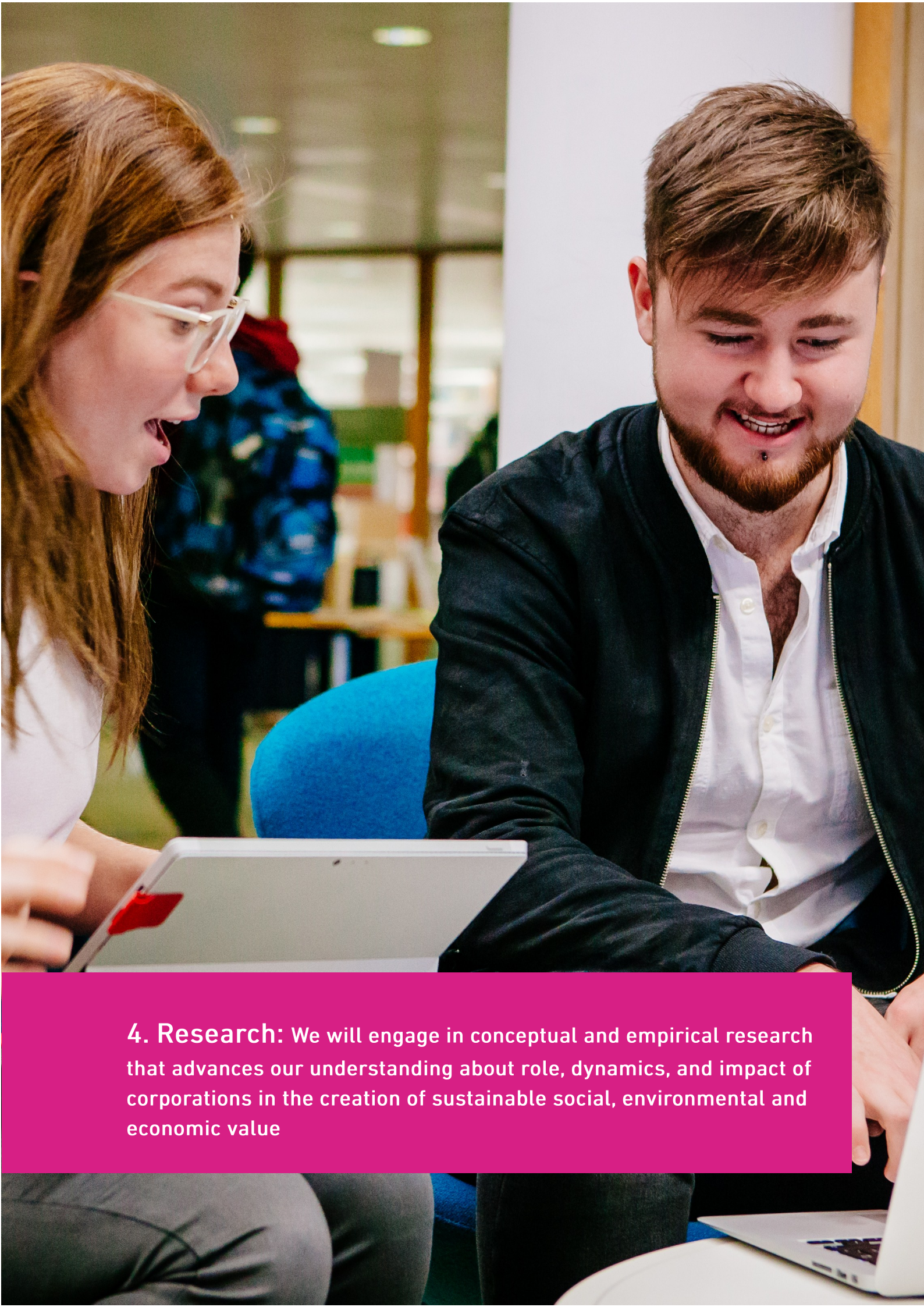
Douglas Baillie
Chief Human
Resources Officer,
Unilever Global

- Innovative educational frameworks are embedded into our programmes at undergraduate and postgraduate levels. The undergraduate module in project management, Digital Innovation Creativity & Enterprise, makes extensive use of innovative learning environments in order to encourage the development of responsible leadership in our students. During this module participants develop a blog and use on-line simulation games to enhance their decision making skills in marketing and finance.
- Students on the DCU MBA programme undertake a Consultancy Project where teams collaborate with an industry client to address a specific challenge and deliver an executive briefing report. These projects have focused on issues such as ethics, sustainability, corporate social responsibility etc.
- The 'Business and Society' strand in our postgraduate Next Generation Management module includes, within its assessment strategy, a group project focused on environmental and sustainability themes such as fracking, wind farms, environmental regulation and technology waste in the developing world.
- DCU's on-line learning centre 'DCU Connected' continues to run two very successful postgraduate programmes in business and sustainability. These programmes, the Graduate Diploma/ MSc in Management for Sustainable Development and Graduate Certificate in Innovation in Social Enterprise, create a flexible educational framework and environment for the study of responsible leadership.
- An indicator of the success of our "educational frameworks...that enable effective learning experiences for responsible leadership" is the ranking of the MSc in Management among the top 90 management programmes in the world by the Financial Times. Professor Anne Sinnott, Executive

Dean of DCU Business School puts the success down to DCU Business School's innovative approach to teaching and extensive industry links, "The ranking indicates that we are placed among the top universities in the world which deliver an MSc in Management Programme and further confirms our position as an innovative and quality business school, which prepares our graduates to be work-ready."

- The AACSB Assessment Panel (2015) commented on the fact that "teaching at DCU Business School is innovative and distinctive". In particular they referenced the "excellent engagement with industry as evidenced in research projects, industry-led or co-developed business internships and consulting projects for Irish and international companies".










4. Research: We will engage in conceptual and empirical research that advances our understanding about role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value

4. Research

- DCU Business School has a research active faculty who undertake and disseminate research in line with our mission to “contribute proactively to the development of individuals, industry and society”.
- Gender Balance and Women in Leadership have been a key focus for research and engagement in DCU Business School since our last report. The graphic below captures a flavour of this work.

	Dr Melrona Kirrane is the author on the recent 30% Club report on Women in Management: The Leadership Pipeline Report, 2015
	Prof. Anne Sinnott is the DCU Aurora Champion for implementing the Leadership Foundation Aurora Leadership Programme in DCU., part of the wider DCU Women in Leadership Initiative
	Dr Janine Bosak has published widely on the topic of women and leadership, gender stereotyping and psychology of gender.
	Prof. Maura McAdam is a leading authority on female entrepreneurship and CFB is actively researching the role of women in family business.
	DCU Ryan Academy deliver the leading accelerator programmes for female entrepreneurs in Ireland supported by DCU Business School.

- Examples of recent research outputs most directly relevant to this principle include:
 - ⇒ Chughtai, A. Byrne, M. Flood, B (2015) 'Linking ethical leadership to employee well-being: the role of trust in supervisor'. Journal of Business Ethics, 128 :653-663.
 - ⇒ Collings, D.G. (2014) 'Towards Mature Talent Management: Beyond shareholder value', Human Resource Development Quarterly, 25: 3, 301-319.
 - ⇒ Corbet, Shaen (2016) 'Turning Tigers into PIIGS: The Role of Leverage in the Irish Economic Collapse'. Advances in Sustainability and Environmental Justice., 18 21-55.

- ⇒ Cummins, M., Garry, O., Kearney, C. (2014) 'Price Discovery Analysis of Green Equity Indices using Robust Asymmetric Vector Autoregression'. *International Review of Financial Analysis*, 35 :261-267
- ⇒ Kumar, V., Mohapatra, P., Dey, P. K., Bhattacharya, A., & Brady, M. (2014). Green Supply Chain Performance Measurement using Fuzzy-AHP based Balanced Scorecard: A Collaborative Decision-Making Approach. *Production Planning & Control*, 25 (8), 698-714
- ⇒ McMullan, C., Brown, G., Largey, A., 2016, "Risk Perception & Emergency Preparedness in Ireland: Gender Differences in Risk Assessment". *Emergency Management Research Symposium*. Dublin, Ireland.
- ⇒ Quinn, M., Lynn, T., Jollands, S. et al. (2016), Charging for water usage in Ireland - issues and challenges as conveyed through social media *Water Resource Management* 30 (10): 3577-3591.
- ⇒ Validi, S., Bhattacharya, A. & P. J. Byrne (2014) 'A Case Analysis of a Sustainable Food Supply Chain Distribution System - A Multi-Objective Approach'. *International Journal of Production Economics*, 152 :71-87
- ⇒ Wang, S. & Gao, Y. (2016) What do we know about corporate social responsibility? A content analysis. *Irish Journal of Management*. 35 (1):1-16.
- ⇒ Wang, S., Gao, Y., Hodgkinson, G., Rousseau, D. & Flood, P. (2015) 'Opening the black box of CSR decision making: A policy-capturing study of charitable donation decisions in China'. *Journal of Business Ethics*, 128 :665-683
- ⇒ Wang, S., Huang, W., & Gao, Y. (2015) Can socially responsible leaders drive Chinese firm performance? *Leadership & Organizational Development*. 36 (4), 435-450.





5. Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges

5. Partnership

- DCU Business School engages with business corporations at all levels of our programmes. We are proud to declare that “industry engagement is a hallmark of our activities”. Guest speakers, in particular, help bring the challenge of meeting social and environmental responsibilities into the classroom.

Some examples from 2015/6 include:

- ⇒ Dr Cara Augustenborg, Chair of Friends of the Earth;
 - ⇒ Dr Penelope Muzanenhamo, Proudly Made in Africa
 - ⇒ Dr Fiachra O’Brolchain, Institute of Ethics.
- DCU Business School continues to play a key role in PLATO Dublin, a business support network for owner managers of SMEs. A facilitator from DCU Business School, Joanne Lynch, is assigned to this group. Joanne plays a vital role in helping SMEs to address challenges facing them in the corporate world. Many of these challenges are of a social and environmental nature.

- In June 2015 Dr Caroline McMullan and Gavin D. Brown organised a research symposium in partnership with the Emergency Planning Society. The Emergency Management Research Symposium addressed topics such as: emergency preparedness in Ireland; risk perception; deploying intrusive technology and minding societal norms during disasters. Caroline and Gavin also sit on the National Committee for the Society in Ireland.
- The National Centre for Cloud Computing (IC4) at DCU Business School, in partnership with organisations such as CloudLightning and RECAP, is exploring important environmental responsibilities such as energy efficiency in cloud computing.





6. Dialogue: We will facilitate and support dialogue and debate among educators, students, business, governments, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability

6. Dialogue

- The fostering of debate and dialogue is an important feature on our programmes. This debate and dialogue is often cultivated around guest speakers. The BSc in Marketing, Innovation and Technology, MSc in Accounting, the MSc in Emergency Management and the MBA have had several speakers address topics of relevance to global social responsibility and sustainability.
- Professor David Collings has, once again, been named as one of the Most Influential International Thinkers in HRM. HR Most Influential is an annual list that celebrates the most influential individuals in the field of people strategy. Prof Collings is also Principle Academic Advisor at the Maturity Institute, a global network striving to create vibrant, healthy and successful organizations through maximizing the value of people. His research and consulting interests focus on talent management and global mobility.
- DCU Business School is proud to run three of our programmes in PNU, the largest female only university in the world. Engagement with academic colleagues in Riyadh allows us to explore how the education of women for leadership roles can be completed in a way which enhances them as individuals and allows them to make a positive contribution to the development of industry and society.



Key objectives for the next 24-month period with regard to the implementation of the Principles

- **Purpose & Values:** We will continue to assess and track ethical awareness among all students on our programmes. We endeavour to keep 90% of grades for this assessment “above standard”.
- **Method:** We will undertake a review of all programmes over the next two years in order to ensure each one includes the educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.
- **Research:** Faculty will continue to disseminate their research with a view to advancing “understanding about role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value”.
- **Partnership:** Through the Centre for Family Business, the Leadership and Talent Institute and IC4 we will engage with other organisations and companies to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.
- **Dialogue:** We will include guest speakers in each of our undergraduate and postgraduate programmes in order to “facilitate and support dialogue and debate among educators, students, business, governments, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility.”

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**WE'RE
ALIVE WITH
AMBITION**

