



**DCU
BUSINESS
SCHOOL**

Principles for Responsible Management Education Sharing Information on Progress:

SIP Report
September 2020
to August 2022

PRME Principles for Responsible
Management Education

an initiative of the



Renewal of commitment to PRME

DCU Business School is committed to upholding the Principles for Responsible Management Education (PRME) and we are delighted to set out our recent achievements and future objectives across the six PRME principles in this Sharing Information and Progress (SIP) Report.

The principles which underpin PRME are embedded in our School's mission:

"To educate and develop business leaders and 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."

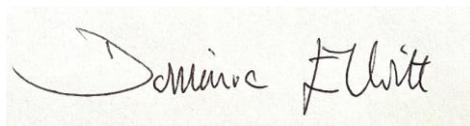
Additionally, the principles are reflected in our recently updated strategic objectives and they are fundamental considerations in our strategic and operational activities.

The new DCU Strategic Plan (2023-2028) once again places sustainability at the core of the university and reflects not only our commitment to play our part as a responsible organisation but it also recognises the messages we can convey as an exemplar organisation to both our students and society around us. The embedding of sustainability as an underpinning ethos in DCU has and will continue to lead to efficiencies and savings not only in our operational management but across teaching and learning, research and innovation activities. In line with these DCU values, DCU Business School is committed to the attainment of a sustainable DCU.

We are confident that DCU Business School graduates are prepared for the future world of work and leave with the knowledge, skills and values to make an impact in business and wider society. They have the skills to analyse business issues holistically and to think critically and strategically; empowered to solve business problems creatively and to act with conviction and responsibility at senior level in their organisations. As our programmes have become increasingly global in scope and outlook and our student body more international, our alumni are networked across the globe, making a real contribution to companies and economies in over 60 countries across five continents.

Overall, this report allows us to reflect on what we have achieved to date, whilst helping us to identify our goals for the future. This is particularly important as we continue our ambitious and deep curriculum renewal, where we envisage that the PRME principles will be significant in shaping the future teaching and learning experiences for our students.

Kind Regards,

A handwritten signature in black ink on a light-colored background. The signature reads "Dominic Elliott" in a cursive, flowing script.

Professor Dominic Elliott
Executive Dean
DCU Business School



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About PRME

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007. As a platform to raise the profile of sustainability in schools around the world, PRME equips today's business students with the understanding and ability to deliver change tomorrow. <https://www.unprme.org/about>

In 2012, Dublin City University Business School proudly became a signatory to PRME and has since remained an active contributor, having submitted Sharing Information on Progress (SIP) reports in 2014, 2016, 2018, and 2020. This 5th SIP report builds on our advancements and reports our progress between September 2020 to August 2022. This report, as was the cases with past reports, only contains selected examples to serve as cases for documenting our progress to upholding the principles of PRME. Our previous SIP reports can be found at: <https://www.unprme.org/dublin-city-university-business-school>

As a signatory, we remain committed to upholding PRME's Six Principles:

- Principle 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.
- Principle 2 - Values
We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.
- Principle 3 - Method
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.
- Principle 4 - Research
We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.
- Principle 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.
- Principle 6 - Dialogue
We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

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University Background

DCU was established as a university in 1989, nine years after its original founding as a National Institute of Higher Education (NIHE). Since its formation, DCU has been mandated to play a proactive role in Ireland's economic development, and it is widely recognised as a dynamic and innovative institution that is distinguished both by the quality and impact of its graduates in the workplace and by its focus on the translation of knowledge into societal and economic benefit.

2022 saw QS launch their inaugural **sustainability ranking**. The ranking measures contribution to sustainability both socially and environmentally.

- DCU rank 15th globally and 1st in Ireland for being a 'sustainable institution.'
- DCU also excel for 'equality' and 'employability.'
- DCU rank 191-200 overall.

For more info visit:

<https://www.topuniversities.com/university-rankings/sustainability-rankings/2023>

The **2022 QS Graduate Employability Ranking** was published in September 2021 following a one-year hiatus due to the ongoing impact of Covid-19.

This ranking measures several areas including employer opinion and work placements offered.

- Overall, DCU is the 3rd best university nationally for Graduate Employability. The ranking measures 5 distinct areas.
- DCU ranks 23rd in the world and 1st in Ireland for their actual rate of graduates employed within 12 months of course completion.
- In addition, DCU ranks 3rd in Ireland for alumni outcomes. QS take particular note of young notable alumni.

DCU's focus on quality placements, excellent employer connections and well-equipped graduates allow alumni to enact real societal change once they begin their careers.

For more info visit:

https://www.topuniversities.com/university-rankings/employability-rankings/2020?utm_source=topnav

DCU sets out its vision as the University of Enterprise. The 2017-2022 Strategic Plan outlines specific activities to achieve the following goals:

1. **Provide a transformative student experience** - Our commitment to our students is that we will prepare them well to flourish in the world outside the university: in their personal lives, in civic society, and in the rapidly evolving workplace.
2. **Advance our reputation for world-class research** - Such is the nature and complexity of the major research challenges facing the world that international collaboration is essential in order to make significant and sustained advances.
3. **Sustain our ambitions through income generation** - We will develop a non-exchequer Income Generation Plan in collaboration with Faculties and Units of the University as well as the DCU Commercial Group of companies.

4. **Ensure a coherent, connected university** - Central to this goal is the creation of a coherent, integrated, multi-campus university, 'One DCU.'
5. **Value and develop our staff community** - Recognising the considerable increase in our scale and complexity of operations across multiple campuses, the issues of recruitment, retention, and succession planning assume even greater importance.
6. **Develop a global university** - As part of our commitment to developing talented graduates that can flourish worldwide, we will introduce new opportunities for students to have a global experience during their undergraduate degree.
7. **Nurture creativity and culture across the university** - We will promote the exploration of possibilities arising at the intersections of the creative arts and technological innovation.
8. **Place sustainability at the core of the university** - It reflects not only our commitment to play our part as a responsible organisation but also our realisation of the messages we can convey as an exemplar organisation to both our students and society around us.
9. **Pursue active engagement with our communities** - We are, and always have been, a highly engaged university, the very antithesis of the 'Ivory Tower University.'



viewed online:

<https://www.dcu.ie/sites/default/files/inline-files/dublin-city-university-athena-swan-bronze-application-2020.pdf>

In March 2017, Dublin City University was awarded the Athena Swan Bronze Award in recognition of its commitment to advancing gender equality for women in science, technology, engineering and maths (STEM) and creating cultural change within the University. This Bronze Award was renewed in 2020 and the Submission can be



Joanne Mulligan, Fiona Carvill and Greg Hughes accepting DCU's Athena Swan Bronze Award 2020.

Professor Greg Hughes, Chair of the DCU Athena Swan Committee (2017 - 2020) and VP for Research and Innovation welcomed the announcement of the renewed Bronze Award saying:

“DCU continues its commitment to the principles that underpin the Athena SWAN Charter and is delighted to have that commitment and our ongoing efforts recognised by the attainment of our second Bronze Award. Our Athena SWAN submission in 2020

once again provided us an opportunity to consult widely with staff, reflect on where we are in terms of gender equality, identify the main challenges for the University and develop a strong action plan to address these issues over the next three years as we work on progressing our plans for gender equality and achieving a Silver Award.”

Department Awards

DCU currently holds four Athena Swan Departmental Bronze Awards:

- DCU School of Communications
- DCU Business School
- DCU School of Mathematical Sciences
- DCU School of Biotechnology

Sustainability at DCU

Placing **Sustainability at the core of the University** in our strategic plan reflects not only our commitment to play our part as a responsible organisation but also our awareness of the messages we can convey as an exemplar organisation to both our students and society around us. Our President, Professor Daire Keogh, reaffirmed this commitment in his vision for DCU noting:

by the end of the decade, we will be recognised as Ireland's University of Impact, distinguished by the quality of our student experience, our research excellence, and our positive influence on Irish life. Central to this ambition is the development of an inclusive 'People-First' culture where our priority will be the success of our students, staff, and community. (16 July 2020).

At DCU, we remain committed to reducing our impact on natural resources and adopting sustainable practices in areas of energy consumption, water usage, biodiversity enhancement and waste generation. Areas of green procurement and campus associated transport have been receiving attention in the promotion of sustainable practices.

Most recently in the published finalised results for the national public sector 2021 energy targets, DCU reached a performance improvement level of just under 56%, well above the 33% target set back in 2010 and bettering the 2030 target, by nearly six points at this stage. Since incorporation in 2016 alone, our energy related carbon emissions have reduced by well over 25% in absolute terms.

DCU ranks 14th globally in World's Most Sustainable Universities

The new rankings mark DCU's sixth consecutive year of being in the global top 20 for most sustainable universities. This year, 2022, some 1,050 universities from 80 countries participated in the rankings.

The UI GreenMetric World University Rankings looked at the following areas: Setting and Infrastructure; Energy and Climate Change; Waste; Water; Transportation; and Education.

DCU excelled in the following areas:

- Energy and Climate change - DCU ranked 10th globally, and 1st in Ireland

- Waste - DCU ranked 8th globally, and 1st in Ireland
- Water - DCU ranked 9th globally, and 2nd in Ireland

'It is great to see DCU continue to perform well in these rankings but we do recognise that to meet our national Climate Action Mandate as set by the HEA, we require transformational change of our education system. We need to demonstrate leadership in the co-creation and sharing of these transformational solutions with other higher education institutions locally and globally,' said Samantha Fahy, DCU's Sustainability Manager.

You can view the overall 2022 GreenMetric World University Rankings at https://greenmetric.ui.ac.id/rankings/overall_rankings_2022



Image shows DCU Community Garden on DCU's Glasnevin campus. Pic: Kyran O'Brien/DCU

DCU Women in Leadership Initiative

DCU's Strategic Plan 2017 – 2022 explicitly states our commitment to promote Equality, Diversity and Inclusion across the University. The DCU Women in Leadership initiative, launched in November 2015, was one of a number of initiatives aimed at this goal. The vision for this initiative is that DCU will become a university that explicitly values women as leaders and through this initiative, it will become the lived experience of staff across DCU. A wide range of formal and informal initiatives, existing and new, will support the achievement of this ambitious vision. In latest published 2020 report, the key activities and outcomes included the successful retention of our Athena SWAN Award, first secured in 2017. DCU Human Resources led on the submission of a funding proposal to develop a Mid-Career Female Leadership Development Programme in collaboration with NUIG and DkIT. Funding was awarded through the HEA Gender Enhancement Fund. A very positive development in 2020 was the appointment of Professor Anne Sinnott as the new Deputy President of the University and the new Vice-President for Diversity and Equality. As a visible role model for female leadership Professor Sinnott Chairs the Women in Leadership Steering Committee and continues to act as DCU Champion for the Aurora Leadership Development Programme. Professor Sinnott now also represents DCU on the Irish Universities Association's (IUA) VP for EDI strategic committee and the Athena SWAN National Committee.

DCU Access Programme

At DCU, we have always been committed to the principle that access to third-level education should be based on ability alone, and not on a family's socioeconomic background. Over the past year, our Access programme has continued to deliver on that commitment, as part of DCU's mission to "transform lives and societies". We are proud to say that DCU Access is the largest initiative of its kind in Ireland. In 2020, 97% of Access students were awarded a higher honours degree with 83% achieving a first-class or second class - grade 1 honours degree. DCU Access students often outperform their colleagues, both academically and in terms of graduate employment rates. The employment rates for DCU Access graduates is 96% with 85% of Access graduates employed in an area directly related to their degree. There are 1,144 Access students enrolled at DCU in 2021/22.

For more information please see: <https://www.dcu.ie/access/about-access>



(Image: <https://shapingthefuture.dcu.ie/2018/01/29/dublin-airport-community-fund-supports-dcu-access-programme/>)

DCU Autism-Friendly University

DCU was the world's first designated autism-friendly university. We are committed to supporting and celebrating our students and staff who are on the autism spectrum. We are adapting the environment, raising awareness and acceptance, and building initiatives to make it as easy as possible for autistic community members to participate fully in all aspects of university life.

Principles of our Autism-Friendly University:

1. Encourage and enable students to transition into and participate in university programmes.
2. Support and build capacity to equip students with autism to meet academic challenges of everyday university life.
3. Support and build capacity to equip students with autism to meet social challenges of everyday university life.
4. Seek to establish an autism friendly operational environment.

5. Seek to combat the stigma around autism and recognise the diverse experience of those with the condition.
6. Develop understanding and relevant knowledge and skills within the University community.
7. Establish channels so that students with autism can have a voice in various aspects of university life.
8. Increase employability of graduates with autism.

In 2021 Dublin City University launched the first ever Autism-Friendly University Design Guide developed in collaboration with global expert Prof Magda Mostafa, a world leader in the field of architectural design and the author of the world's first research-based design framework for autism.

The publication will be used to ensure future infrastructural developments at DCU are autism-friendly and to also retrofit existing buildings, where possible.

In addition, DCU is going to make the guide publicly available to all higher education institutions in Ireland and further afield.

This announcement is an important milestone, and a reflection of the university's commitment to ensuring that DCU is a supportive, collaborative and accessible environment for autistic people.

Speaking about the launch of the Autism-Friendly University Design Guide, President of DCU, Professor Daire Keogh said,

As the first of the world's Autism-Friendly universities, we at DCU are keenly aware of our obligation to create a learning environment that is truly inclusive, in which all students are able to develop and flourish. The creation of this design guide, in collaboration with an architect of Prof Magda Mostafa's international stature, provides a progressive template for Higher Education institutions worldwide who want to build inclusion and accessibility into campus life.

To download the guide, click to access versions available at the following links:

https://issuu.com/magdamostafa/docs/the_autism_friendly_design_guide

https://www.researchgate.net/publication/351936605_THE_AUTISM_FRIENDLY_UNIVERSITY_DESIGN_GUIDE

University of Sanctuary

DCU was designated a "University of Sanctuary" in December 2016, awarded by Places of Sanctuary Ireland, in recognition of our commitment to welcome asylum seekers and refugees into the university community and to foster a culture of inclusion for all. One of the key commitments is to host an annual Refugee Week where university students, staff, Asylum-Seekers and Refugees engage in a wide range of activities exploring varied aspects of refugee issues today.



DCU's University of Sanctuary programme welcomes refugees and asylum seekers into the university community and fosters a culture of inclusion for all. Since we became Ireland's first University of Sanctuary in 2016, we have provided 42 scholarships together with holistic supports that enable asylum seekers to overcome financial and logistical obstacles to enrolling in higher education. Scholarships are complemented by research, outreach and community engagement activities such as student-led activities during DCU Refugee Week, and the MELLIE English language and cultural exchange project.

There are currently over 11,000 asylum seekers living in Ireland's direct provision system. Despite some recent policy changes, many still face significant barriers to entering higher education and employment, such as the requirement to pay international fees of €15,000 per year, and practical challenges with paperwork, transport and access to technology. Without additional support, university education is not an option for most.

DCU is offering five postgraduate scholarships in the 2022/23 academic year for refugees and protection applicants who are not eligible for state support. These scholarships at postgraduate level will enable awardees to achieve a qualification that will help them to begin their new lives in Ireland and contribute their skills and expertise to our society.

<https://www.dcu.ie/sanctuary/index.shtml>

DCU Business School Background

DCU Business School is one of five faculties in DCU, and it delivers high-quality, industry-relevant business programmes to 2,500 undergraduate and 800 postgraduate and doctoral students. The School has an excellent reputation for:

- Developing 'work ready' graduates
- The deep commitment of faculty and staff to support student learning and development
- Internationally impactful research that also translates to advance industry and society
- Engagement with local, national and international enterprises through our teaching, research, executive education and service activities.

In the Times Higher Subject Rankings, DCU Business School is ranked 126-150 globally for an array of courses including, Accounting & Finance, Business & Management and Economics. This places the DCU Business School joint second for our courses nationally.

DCU Business School is an engaged, innovative internationally-focused school that has an excellent reputation for impacting students, the academic community, industry and wider society. We are particularly proud of our international accreditations and recognition, programmes and student experience, research, and industry engagement.

Academic Groups

The School is comprised of three Academic Groups, each of which includes a number of discipline clusters:

Financial and Operational Performance Group	Accounting, Business and Society, Finance, Operations Management
Enterprise and Innovation Group	Entrepreneurship, Economics, Marketing, Technology and Analytics
Work, Psychology and Strategy Group	Aviation Management, Human Resource Management and Organisational Psychology, Strategy and International Business

Further information concerning our Groups and faculty is available at <https://business.dcu.ie/>

Research Centres

Our research centres encompass leaders in their fields, bringing valuable insight and new thinking to entrepreneurs, innovators, managers, leaders, and policymakers.

The Irish Institute of Digital Business (IIDB)

The mission of the research centre is to develop an academic research environment that will foster innovative and high quality multi-disciplinary and inter-disciplinary research and support the development of both faculty and research. The economic mission of the centre

is to transfer research insights and outcomes to DCU's student body and the national industry base to accelerate the adoption of digital technologies, optimise digital processes, and as a result transform those businesses. <http://iidb.ie/>

The DCU National Centre for Family Business (NCFB)

A centre of research-driven expertise and advice specific to family businesses in Ireland, but increasingly relevant to international audiences, too. The Centre translates leading Irish and international research into best practice for current family business owners and their successors. <https://www.dcu.ie/national-centre-for-family-business/index.shtml>

Anti-Corruption Research Centre (ARC)

ARC, Ireland's first academic research centre dedicated to research, policy, and education on corruption and anti-corruption, is a multidisciplinary research centre that brings together researchers from across DCU's faculties. <https://www.dcu.ie/arc>

Some DCU Business School Facts and Figures:

- Our School has featured in the FT European Business Schools rankings in recent years and our MSc in Management was ranked in the FT Masters in Management 2022 ranking - top 100
- The School is ranked in the top 150 for 'Business and Economics' in the 'THE World University Rankings' by Subject 2022 and in the Top 250 for 'Accounting and Finance' in the 2022 QS World University Subject Rankings.
- Nine of the School's specialist masters programmes featured in the latest Eduniversal Best Masters ranking.
- Four programmes were ranked in the 2022 QS World University Masters Rankings: (Executive MBA: MSc in Digital Marketing; MSc in Management; MSc in Finance).
- Approximately 97% of our graduates are employed or are engaged in further study within six months of graduation.
- Our student population exceeds 3,500 and comprises 78 nationalities.
- We offer seven undergraduate programmes, 23 postgraduate programmes, one Executive MBA and have a vibrant community of PhD students. We deliver one postgraduate programme at Princess Nora Bint Abdulrahman University (PNU), the all-female university in Riyadh, Saudi Arabia (DCU@PNU).
- 81% of our core faculty are active publishers in impactful international peer-reviewed journals - ABS 4*, 4 and 3 or equivalent (Scopus and ISI - Q1 and Q2)
- Over 20,000 Graduates. We have a vibrant Alumni community working in leadership roles in Irish and global enterprises both at home and around the world.

DCU Business School Academic Accreditations



DCU Business School has been awarded accreditation by the Association to Advance Collegiate Schools of Business (AACSB), the world's oldest and most prestigious global accrediting body for business schools. AACSB accreditation is widely recognised as the hallmark of excellence in business education and has been earned by less than five percent of the world's business schools.

Achieving accreditation is a process of rigorous internal review, engagement with an AACSB assigned mentor, and peer review. During the multi-year process, the school focuses on developing and implementing a plan to align with AACSB's accreditation standards. These standards require excellence in areas relating to strategic management and innovation; student, faculty, and staff engagement; learning and teaching; and academic and professional engagement.



DCU's Executive MBA is accredited by the Association of MBAs, which assesses the quality of MBA programmes worldwide. Leading national and multinational firms in Ireland have consistently supported employees on the programme. The Association of MBAs is the international impartial authority on postgraduate business education and was established in 1967.



In June 2022, DCU Business School was re-awarded Small Business Charter status by the Chartered Association of Business Schools. This award is in recognition of the effective role DCU plays in supporting the development of small and medium-sized businesses in Ireland and in promoting entrepreneurship, among its students and within the Irish entrepreneurship ecosystem. DCU was the first university in Ireland to receive this prestigious accreditation in June 2017.

Professional Accreditations



The Psychological Society of Ireland is the learned and professional body for psychology and psychologists in the Republic of Ireland. Established in 1970, the Society represents circa 4,000 members.



Chartered Accountants Ireland is the largest and longest established accountancy body in Ireland. It has over 28,000 members and 6,000 students.



ACCA (the Association of Chartered Certified Accountants) is the global body for professional accountants. It has over 140,000 members and 404,000 students and offers support throughout their careers, providing services through a network of 83 offices and active centres.



CIMA is the world's largest and leading professional body of management accountants. It has over 203,000 members and students in 173 countries.

Chartered Institute of Management Accountants



The Chartered Institute of Personnel and Development (CIPD) is the world's largest Chartered HR and development professional body. As an internationally recognised brand with over, it has over 135,000 members and supports and develops those responsible for the management and development of people within organisations.



The Global Association of Risk Professionals (GARP) is the only globally recognized leader in financial risk testing and certification programs, and educational and training activities.



The Society for Human Resource Management (SHRM) is the foremost expert, convener and thought leader on issues impacting today's evolving workplaces. With 300,000+ HR and business executive members in 165 countries, SHRM impacts the lives of more than 115 million workers and families globally.



The Irish Tax Institute is the leading representative and educational body for Ireland's Chartered Tax Advisers (CTA) and is the country's only professional body exclusively dedicated to tax. Its membership of over 5,000 is part of the international CTA network, which has more than 32,000 members.



The IMCA is the national and internationally recognised professional institute for management consultants and business advisers in Ireland. The IMCA is authorised to award the CMC (Certified Management Consultant) designation in Ireland.

For additional information please see: <https://business.dcu.ie/accreditations/>

DCU Business School Rankings



DCU Business School has been ranked in the top 95 Business Schools in Europe in this year's Financial Times Ranking 2022.

The Financial Times Ranking for Business Schools is one of the most highly acknowledged and widely cited authorities on quality and performance of institutions globally, and DCU Business School is one of only three Irish Business Schools to achieve this ranking.

Of note for DCU Business School, the percentage increase in salary for graduates of the Masters in Management is reflected in these rankings: alumni enjoy a 57% salary increase after graduating and many have experienced positive changes in the level of seniority in their careers.



DCU Business School's MSc in Management is ranked in the top 100 in the world in this year's Financial Times Masters in Management Ranking.

The prestigious Financial Times ranking system evaluates and ranks postgraduate Management programmes against a number of criteria which include graduate outcomes and alumni evaluation of the programme, international outlook, and female participation in the programme.



DCU Business School has been ranked in the QS World University Rankings, which is widely recognised as one of the biggest sources of international information on higher education ever compiled.

The QS World University Rankings assesses universities on performance indicators, based on academic reputation, employer reputation and research impact, and offers comparative insight on university performance in 48 different subjects across 1,222 institutions.

In QS Business Master's Rankings 2023, published in September 2022, the MSc in Marketing has been ranked in the Top 100 in the world.

DCU Business School prides itself on delivering programmes encouraging critical thinking, communication, analytical and managerial competence. As a double-accredited, internationally focused business school, globally ranked Master's degrees offer clear routes to career progression in a wide range of business areas. An internationally respected academic faculty have thought leadership, industry experience and research expertise that ensure our courses stay at the cutting edge.

DCU has ranked in the top 150 globally for Business and Economics subjects, in the 2022 Times Higher Education (THE) World University subject rankings.

The THE subject rankings draws on the same dataset and methodology as used for the THE World University Rankings, which judge research-intensive universities across their core mission: teaching research, knowledge transfer, and international outlook. Over 1500 institutions from 93 countries are ranked. The subject rankings measure performance in 11 broad areas.

In September 2022, DCU was announced as one of the top 500 universities in the world according to THE.



Eduuniversal is a global ranking and rating agency specialising in higher education. The company has established strong expertise in evaluating academic institutions and programs in France since 1994, and internationally since 2007.

The Eduuniversal Best Masters Ranking offers a detailed assessment of Masters and MBA programs globally.

Eduuniversal has ranked the following programmes from DCU Business School:

- MSc Accounting
- MSc E-Commerce
- MSc Digital Marketing
- MSc Emergency Management
- MSc Global Management
- MSc Finance
- MSc Human Resource Management
- MSc Management
- MSc Management (Aviation Leadership)
- Executive MBA



In 2022, MSc in Emergency Management ranked among the top 20 Public Administration/Management programmes in Western Europe and top in Ireland. MSc in Finance ranked among the top 50 Financial markets programmes in the world. Both programmes were also ranked 1st in Ireland in their categories. MSc in Management (Aviation Leadership) was ranked 27th out of 100 programmes globally.

Principle 1: Purpose

PRME: 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.

Athena SWAN Departmental Bronze Award



DCU Business School was successful in its application for an Athena SWAN Departmental Bronze Award in 2022. Receiving this award represents a critically important indicator of our dedication to continuous improvement, enabling us to systematically identify inequalities and develop targeted actions to address them on an ongoing

basis.

Preparing this application was both a valuable and well received experience. It enabled us to reaffirm our commitment to EDI values by more explicitly embedding the 10 key principles of Athena SWAN in our policies, processes and planning to create a more supportive working environment.

That commitment is demonstrated in our systematic implementation of all university initiatives and policies to support gender equality and inclusion, as well as our own School-based activities. For example, in our new 'Critical Thinking' modules we challenge our undergraduate students across all our programmes to be aware of biases in decision making, including gender and ethnicity assumptions and biases. A number of faculty in the School liaise with industry to research workplace inequality in areas such as women's participation and advancement in the IT sector, post-maternity leave best practice for organisations, gender stereotyping and women in leadership. Reflecting staff expertise, we now offer an open enrolment Executive Programme in Leadership Development for Women.

Notwithstanding this, the School's Leadership team and staff recognise that there is more that we can do to mainstream gender equality through our policies, practice, action plans and culture to create a supportive working environment. Our self-assessment identified key challenges for our School, to which we are responding through implementation of a range of targeted initiatives that focus on:

- Promotion of our undergraduate and postgraduate programmes to increase the balanced representation of both genders.
- Increasing flexibility and transparency regarding leave requests for flexible working
- Stronger implementation of supports for those returning from maternity/adoptive leave
- Improving supports for those making complaints and eradication of unacceptable behaviour

- Continuing the work of the University in seeking to ensure that both staff recruitment and promotions policies and processes advance the achievement of gender balance by grade and, for academic posts, within disciplines.

A detailed Action Plan was approved by the School's Management Board and a School EDI Committee was established to ensure that the actions set out in our Action Plan, and more importantly the principles of Athena SWAN, are prioritised and implemented effectively in the coming years.



Members of DCU Business School self-assessment team with the Athena Swan Bronze award.

Equality, Diversity and Inclusion

The Business School is committed to embed the principles of the Athena Swan Ireland Charter and further strengthen our intersectional agenda and has established a dedicated EDI committee in 2022. The committee coordinates and monitors the School's activity concerning school-level EDI actions/initiatives in line with the university's strategic aim of 'expanding our commitment to diversity and inclusion' and the School Ethics, Responsibility and Sustainability (ERS) objectives. This committee also oversees the engagement with Athena Swan with the purpose of advancing gender equality, including the preparation of the Athena Swan application for the Athena Swan Award.

- Academic Group and the Administrative Team: Janine Bosak (Professor in Organisational Psychology; EDI Chair); Louise Teeling (Senior Faculty Assistant); Ciara Feeney (Marketing & Research Support); Dr Fabiola Schneider (Assistant Professor in Finance); Dr Vincent Tawiah (Assistant Professor in International Financial Reporting); Dr Malcolm Brady (Associate Professor of Marketing); Dr Cathal Guiomard (Assistant Professor in Aviation Management); Dr Henrique Barros (Assistant Professor in Innovation) and Dr Catherine Faherty (Assistant Professor in Enterprise)
- Student Representatives: Hillary O'Leary (MSOP2), Michael Toluwanimi Niyi-Ige (MInT2)
- Athena Swan Coordinator: Yuhui Gao (Associate Professor of Marketing)

MSc in Emergency Management

DCU Business School plays an active role in building future sustainable and inclusive workplaces, in equipping future responsible employees as well as having a critical role in developing the national capacity for emergency management.

Our MSc in Emergency Management is the first programme of its kind in Ireland. The programme, launched in 2007 by DCU Business School, has been endorsed by the National Steering Group for Major Emergency Management, The Emergency Planning Society and Pharmaceutical Ireland. It continues to enhance the national capacity for emergency management. Graduates from this programme lead the response to COVID-19 across all of the emergency services. The programme has had a huge impact on capacity development and has produced the mentors for the next generation of emergency managers.

Course Life - MSc Emergency Management, Michael McKenna, Dublin Port Company:
<https://youtu.be/tX7AzaHJXaY>

Responsible Business Committee

The Responsible Business Committee was formed in 2022 and is chaired by Professor Caroline McMullan (Full Professor of Business and Society). Its membership is drawn from staff and students across DCU Business School:

- Academic Groups and the Administrative Team – Dominika Mohun (Assistant Faculty Manager); Dr Marta Rocchi (Assistant Professor of Corporate Governance & Business Ethics); Dr Rob Gillanders (Associate Professor of Economics); Dr Marina Efthymiou (Associate Professor in Aviation Management)
- Student Representatives - Ella Redmond Molloy (Bachelor of Business Studies International, year 4) and Prasanth Chintalapudi (MSc in Management - Business)
- Accreditation - Victor Lima (Accreditation and Assurance Coordinator)
- PRME Coordinator – Gavin Brown (Assistant Professor of Business & Society)

The committee coordinates and monitors the School's activity concerning the actions/initiatives needed to meet School Ethics, Responsibility and Sustainability (ERS) objectives. This committee also oversees the School's engagement with PRME, including the preparation of the SIP report, as well as fosters engagement with the UN Global Compact and other similar institutions.

Principle 2: Values

PRME: We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

UN Global Compact

DCU Business School is an active signatory of the UN Global Compact since 2013.

Dr Malcolm Brady (Associate Professor Management) joined the Responsible



United Nations
Global Compact



Uniting business for a better world

Business Roundtable organized by Self-Help Africa comprising people from industry, civil society and academia with the aim of furthering the cause of the UN Global Compact and to examine the possibility of starting an Irish Local Network. The group held meetings in 2020, organized a webinar on the Irish involvement in the UN Global Compact in 2021 entitled "UN Global Compact in Ireland: Mobilizing Irish Business in Support of the Global Goals" where speakers included Tanaiste Leo Varadkar and David McRedmond of An Post.

Assessment of Competencies

The values of Business & Society feature strongly across the programmes at DCU Business School. All students in DCU Business School are assessed to ensure they meet our AoL Competency Framework. AoL "refers to the systematic processes and assessment plans that collectively demonstrate that learners achieve learning competencies for the programs in which they participate that are within the scope of the school's accreditation". AoL Competencies are measured using both direct and indirect assessments, and each is assessed according to three categories: Above Standard; At Standard; and Below standard.

Ethical Practice is one core contextual competency directly measured at DCU Business School. It is defined as "the ability to integrate core values, integrity, and accountability throughout all organisational and business practices" (Internal Document) and a student who is above standard consistently meets all or most of these criteria:

- Recognises ethical issues when presented in a complex, multilayered (grey) context AND/OR can recognise cross-relationships among the issues.
- Applies ethical perspectives/concepts to an ethical question accurately and considers the full implications of the application.

We are proud to report that, in this assessment, the following results for Ethical Practice were achieved in 2020/2021:

	Below Standard	At Standard	Above Standard
Undergraduate	14.5%	73.6%	12.0%
Generalist Masters	11.3%	57.1%	31.6%
Specialist Masters	10.4%	42.0%	47.6%

Ethical Dilemmas in Emergency Management

Emergency managers face many ethical dilemmas when they lead or respond to the aftermath of disasters. Preparing students for these challenges requires out-of-the-box thinking. As part of MT5136, Emergency Management Theory & Practice, Professor Caroline McMullan (Full Professor of Business and Society) explored the topic of professional ethics and ethical dilemmas from the theoretical perspective. She then invited Chief Fire Officer Dennis Keeley from Dublin Fire Brigade to present an overview of his experience of responding with the UN to the Pakistan Floods of 2010.

To confirm understanding, one module assessment focused on this case study and the guest lecturer's presentation. During the lecture, students were asked to identify the ethical dilemmas Dennis faced. They presented an overview of the dilemma, why they define it as such, and reflect on how their studies, experience, and personal/professional ethics would guide them to make the correct decision.

This approach helps to embed Principles of Responsible Emergency Management into the syllabus and into the teaching and learning experience of students on the MSc in Emergency Management.

Embracing the Citizen Scholar Framework through Curriculum Designs

The development of this curriculum design is driven by the University's mission to transform lives and societies (DCU Strategic Plan 2017–2022) and inspired by the Citizen Scholar framework in which both scholarship and actively engaged citizens can be embedded in pedagogical strategies (Arvanitakis and Hornsby, 2016). The Citizen Scholar is defined as 'a student who cares not only about gaining information and generating knowledge but one that is rooted in the reality of the context, problem oriented and interested in applying their knowledge for the betterment of a society' (ibid., p.1). This curriculum design aims to encourage students to embrace their responsibilities as citizens in their various communities.

Impact and Sustainability: Dr Yuhui Gao (Associate Professor of Marketing) students' work has created a sustained and significant impact both within and outside the wider DCU community. Students' projects (MG338) have covered almost every sector of business, ranging from charities (e.g., Peita House, St Vincent de Paul); sustainable consumption (e.g.,

second-hand clothing/retailers, sustainable coffee cups); local restaurants/food trucks/coffee shops; retailers/supermarkets; community GAA/rugby/soccer clubs and gyms/fitness/sports centres to craft/gift shops; hotels/resorts; hairdressers/barbers; education and financial services.

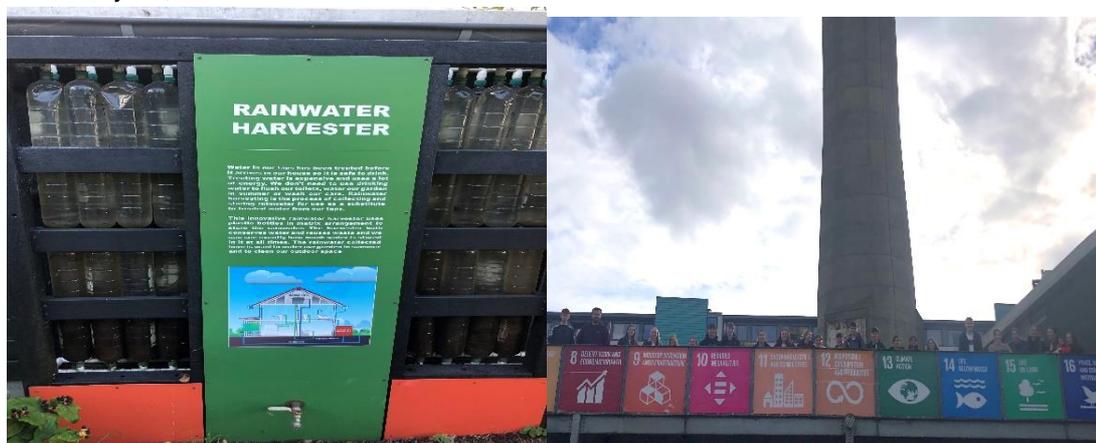
Dr Yuhui Gao (Associate Professor of Marketing) has recently been nominated for the President's Awards for Engagement 2022 for this project entitled Embracing the Citizen Scholar Framework through Enterprise-Engaged Curriculum Design. The project has also been selected as an example of 'Small Business Development Projects' at the undergraduate level for the Small Business Charter re-accreditation application. Furthermore, she presented her teaching practice in implementing the Citizen Scholar framework at the Pedagogy for Higher Education Large Classes Symposium (PHELC, 2021), the University's Teaching & Learning Week 2021 and the DCU Business School Teaching & Learning Workshop (2022). The Citizen Scholar approach to teaching has also attracted various international research collaborations (e.g., the University of Sydney Business School).

Workshops: thinking critically about the world

Dr Robert Gillanders (Associate Professor of Economics) explained that the undergraduate second year critical thinking module contains workshops on "thinking critically about the world." Here students take the well-known "factfulness" quiz, which exposes them to the biases we all have about the true state of the world. The quiz asks about issues relating to the SDGs such as female education in poor countries, climate change and pollution. Students, like everyone else, tend to do very poorly on this quiz. The assessment takes the form of tasking students to take further 10 SDG quizzes and reflecting on their biases about the world and the gaps in their knowledge.

Rediscovery Centre

Rediscovery Centre, within the locality of DCU, is the National Centre for the Circular Economy in Ireland. In MG115 Market Intelligence class, Dr Yuhui Gao (Associate Professor of Marketing) explains that students are encouraged to design some sustainable and reusable products for the benefits of our community and society. To inspire students' creative ideas, the class availed of an opportunity to take a tour of Rediscovery Centre in October 2022. Some innovative ideas were generated as a direct result of the visit (e.g., a power bank attached to a bicycle).



DCU participate in Hackathon #Hack4Change 2021 & 2022

Dublin City University's Business School ran a large, virtual social innovation for over 650 undergraduate students working in 101 teams in 2021. The 2021 hackathon was organised with the cooperation, support and sponsorship of industry partners and the social enterprise community in Dublin. Sponsors include Dublin City Council, the Climate Action Regional Office, CTYI and Irish Life and Health, while speakers and mentors are drawn from organisations as diverse as Focus Ireland and GOAL, tech start-up Robotify, right up to large organisations such as Mastercard and ESB. Students will interact with over 80 industry guests who have kindly volunteered their time to speak, mentor teams or act as judges for the pitch competition. The event was run again in 2022, in-person, with over 700 students taking part.

The themes the hackathon have included:



- Climate – including sustainability, fast fashion, smarter travel and more.
- Equality – diversity & inclusivity, wealth & housing inequity, global challenges, discrimination.
- Mental Health and Wellbeing – including post-covid living, cyberbullying and more.

During each week, students attended live talks from expert speakers, received mentoring, and engaged in both fun and formal activities. Teams developed viable social enterprise ideas based on the themes

above and pitched their concepts to judges at the end of the week.



<https://business.dcu.ie/hack4change/>

Principle 3: Method

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



Selected Modules

Responsible decision-making in Aviation

The Business School in 2022 launched a microcredit module in the area of Aviation Policy and Regulation (MT5149) for postgraduate (MSAL, graduate certificate in ASLI) aviation students. Dr Cathal Guiomard (Assistant Professor in Aviation) noted this is partly delivered online improving access and sustainability. This module aims to empower aviation managers' in responsible decision-making by providing awareness and understanding of how policies and regulations are applied to aviation.

Sustainable Finance

EF5181 Sustainable Finance is a new module developed and offered by Dr Sandeep Rao (Assistant professor of Finance) under the MSc in Finance programme. This immersive advanced specialization module aims to develop students' climate/sustainability risk modelling, ESG investment and sustainable portfolio management skills. In addition, this module enables the students to appreciate the issues concerning ESG externalities and how these are internalized. Further, case studies and simulation use stimulate students' critical analysis of sustainability and ESG frameworks and regulations that impact corporate Finance and investments. All these skills acquired through this module enable students to find career and research opportunities in sustainable and green finance areas.

Environmental Economics

EF221 Environmental Economics is a new module that is delivered to second year students on the BA in Climate and Sustainable Environment by Professor Edgar Morgenroth (Professor of Economics). The module covers all key aspects of environmental economics starting with the nature of externalities and the full range of policies which could be used to internalise externalities including examples implemented policies. The importance of behavioural biases in the context of both the emergence of externalities and policy responses are discussed. Students are also introduced to methods used to value the environment and to the use of cost benefit analysis in decision making. The module concludes by looking at a number of current policy issues e.g., GHG emissions reduction where students are asked to consider appropriate policy responses.

Business and Professional Ethics

The module Business and Professional Ethics (AC402) has a specific focus on the UN SDGs. Dr Marta Rocchi (Assistant Professor of Corporate Governance & Business Ethics) explains that one of the assignments is dedicated to the exploration of SDGs in groups of 4 students. Students are assigned one of the SDGs, and they need to: study the SDG, making reference to the subgoals within the assigned goal; highlight the importance of the goal; identify the reasons why the SDG has not been achieved yet; finally, they need to formulate potential solutions at the individual, corporate and university level. For each of these levels, the students were asked to describe three concrete actions that they would implement themselves, that companies are implementing, and that our university can implement.

UNSDGs challenge-based design assessment

EF5145P Developing New Business Opportunities, which is part of the MSc in Business Administration, is delivered by Dr Rhea George (Assistant Professor, Economics) and Professor Maura McAdam (Full Professor of Management) includes an UNSDGs challenge-based design assessment. The aim of this assessment is to engage with the wider community, link what the students have learned to the needs of the industry and ultimately develop a local solution to a global challenge. This challenge-based project will encourage students to leverage the knowledge and skills they have obtained over the course of the module and in so doing solve a real-world problem.

Students on the MSc in Business Administration also partake in a DCU@PNU UN SDGs Start-Up Competition. The main goal of this competition is to empower our students to develop solutions to sustainability challenges under the UN SDGs. This challenge-based competition is about students who are rethinking how we live in Saudi Arabia and what progress and development will look like in the future. The challenge is designed to celebrate transformative approaches and innovative solutions that drive UN SDG action in Saudi Arabia. 6 student teams presented their UN SDG-linked start-up ideas to the judges.



Stakeholder Engagement:
The event was supported by the United Nations Saudi Arabia, Monshaat (Ministry of Commerce), STRI UK Group, STC, daa International and Princess Noura University.

The event was run at the Start-up Hub, Monshaat, Ministry of Commerce, Saudi Arabia.

The competition was judged by:

- Mr David Joy, Head of United Nations Resident Coordinator Office, UN Saudi Arabia
- Mr Ibrahim Alhelali, Head of Partnerships & Development Finance, UN Saudi Arabia
- Ms Eibhlin McGrath, Project Director, daa International
- Ms Michelle Treanor, Strategic Advisor HR, daa International
- Mr Colin Lyons, General Manager KSA, STRI Group
- Mr Ahmad AlKishi, Sustainability Specialist, STC
- Dr Abad AlZuman, Director of MScBA, Princess Noura University
- Dr Safiya AlShibani, Assistant Professor Entrepreneurship, Princess Noura University.

One of the student teams has been invited by United Nations KSA to present their business idea to the WTO team in KSA

Leadership and Organizational Change

HR5115 Leadership and Organizational Change is a newly designed module, co-developed and co-delivered in 2020/21 and 2022/23 by Professor Patrick Flood (Full Professor of Organisational Behaviour) and Professor Janine Bosak (Professor in Organisational Psychology) together with the Digital Learning Design Unit.

This module starts with students' self-awareness of their own values and leadership life story, a critical ingredient to authentic leadership but more generally moral leadership style. The students learn about the differences between moral leadership styles (authentic, servant and ethical leadership). They will be exposed to different ethical frameworks that help with how leaders should engage in ethical decision-making as well as biases, ethical pitfalls and moral disengagement mechanisms that illustrate how leaders often really engage in ethical decision-making. The topic of gender and sustainability is addressed in a session on gender and leadership as well as the topic of sustainable careers and flourishing in organizations in a session on leadership and wellbeing in organizations. Effective leadership ensures that change is executed in a timely fashion taking account of the internal and external context. Key to the implementation of socially responsible initiatives is a top team which holds sustainable values and a middle management structure which enables and empowers

change to serve front line customers. Psychological safety is a key element in implementing strategy effectively. We also examine the transition to green using the cases of Unilever and Patagonia.

The team has designed a 'flipped classroom approach', creating Loop resources including case studies, videos, and pre-recorded materials upfront on the Loop module page. These were housed in 'books' that included clear instructions for students to work through individually before and after the live sessions. This freed up time for the live synchronous sessions to support student engagement in meaningful, participatory activities, including, for example, discussions of live situations at work, simulations of psychological experiments and exploration of own biases and ethical frameworks (e.g. Trolley Exercise), mock negotiations, role-plays, and live case analysis – all contributing to students' learning inside and outside of the classroom.

Sustainable Aviation

EF220 Sustainable Aviation developed and delivered by Dr Marina Efthymiou (Associate Professor in Aviation Management) provides students with a comprehensive analysis of the sustainable development principles for air transport. Climate change, Local Air Quality and Noise pollution will be discussed in terms of their measurement, impact but also mitigation options. Environmental regulations and policies for airlines, airports and Air Traffic Control will be outlined and critically evaluated. Finally, the module aims to create a critical and collaborative learning environment that will manifest itself in students reflecting on their contribution to corporate social responsibility and sustainability and taking their place as responsible global citizens.

Sustainable Aviation and Green Innovation

MT5243 Sustainable Aviation and Green Innovation module, developed and delivered by Dr Marina Efthymiou (Associate Professor in Aviation Management) provides students with the knowledge and background to develop strategies and solutions for aviation to become more sustainable. Emphasis is placed on innovative technologies and practices across the sector, like Sustainable Aviation Fuels, aircraft technology, Air traffic control procedures and airspace optimisation.

Corporate Responsibility

Dr Brid Murphy (Assistant Professor Accounting) delivers two modules on the MA in Ethics (Corporate Responsibility), an interdisciplinary post-experience programme offering by the DCU School of Theology, Philosophy, and Music and the DCU Business School, which ranked No. 38 in the 2022 Eduniversal Global Ranking. Module AC582, Finance and Corporate Governance, provides participants with concepts, knowledge, skills, frameworks and practical tools to be able to address ethical and governance challenges in organisations in a responsible and effective manner. Module AC583, Implementing an Effective Ethics Culture, provides a self-reflective and systematic approach to the design and implementation of an

effective ethics corporate culture, underpinned by appropriate codes, procedures, training and review.

Business and Society - Undergraduate

MG334 is an undergraduate module worth 5 ECTS. This module is co-ordinated by Professor Caroline McMullan (Full Professor of Business and Society) and delivered by Lecturer Ann Whyte. The overall aim of this module is to provide the learner with a knowledge and understanding of the environmental and social responsibilities of an organisation and offer students the appropriate skills and perspective successfully evaluate organisations and implement change. This module focuses on a variety of relevant topics that include sustainable development, UNSDGs, ESG, climate action, circular economy, net-zero, carbon reduction, climate action, environmental social and corporate governance, environmental reporting, communications, and accreditations. This aims to introduce students to the importance of addressing the environmental and social impact of an organisation. This module explores all UNSDGs but focuses specifically on goals 4, 6, 7, 8, 9, 11, 12, 13 and 17. Throughout this module students expand their knowledge of academic theory and legislation for key deliverable areas in achieving sustainable strategy. Furthermore, students will begin to understand how to evaluate organisations sustainable efforts while attempting practical application of key theories in real world scenario.

Business & Society - Postgraduate

Next Generation Management (MT5113) is delivered on campus at DCU Business School and on our postgraduate programmes at Princess Nourah Bint Abdul Rahman University (PNU). PNU is the world's largest women-only university and partnered with DCU Business School in 2012: <https://www.dcu.ie/executiveeducation/dcupnu-dcu-business-school-centre-for-executive-international-education>.

Next Generation Management is taken by several full-time master students and is divided into four themes Personal & Career Development, Research, Digital Media & Communication, and Business & Society. The latter of which is centered on the 17 United Nations Sustainable Development Goals. This theme is delivered by Gavin Brown (Assistant Professor of Business and Society).



The assignment for this module sees students in small groups interview a business representative from an organization with a sustainable innovation, prepare a case study focusing on this innovation, and compete amongst peers in an internal and then the Aim2Flourish competition. Aim2Flourish is an international competition in which university students create case studies on business innovations from for-profit companies that help achieve one or more of the UNSDGs. DCU students are first placed in an internal competition against each other and groups from PNU before being nominated for the competition. In 2020 2021 3 DCU groups were shortlisted by Aim2Flourish, and in 2021 – 2022 5 groups were nominated for the competition. Some of the

business stories examined include Toney's Chocolonely, Pure Clothing, and the Lego Corporation.

<https://aim2flourish.com/innovations?title=&unGlobalGoals=&author=&professor=78450&school=&schoolLocation=&businessType=&business=&location=&city=&state=®ionalCampaign=&prizes=>

NGM hosted many guest lectures within the 2020 – 2022. Within the Business and Society theme this included talks from David Nyaluke (Proudly Made in Africa), Richard Guiney (Dublin Town), Linda O'Sullivan (Senior CSR advisor Business in the Community Ireland), and Colm Conyngham (Marketing and Public Relations Manager, Bridgestone Ireland and CSR and Sustainability Lead Bridgestone EMIA North Region).

NGM students have both participated in and supported with hackathons looking to discuss and challenge concepts of sustainability and development. 2020 – 2021 saw NGM students helping to facilitate the DCUBS LIFE module's hackathon virtually via Gathertown. Students aided in guiding first year students, initiating conversation on matters of sustainability, and attending the virtual guest speeches. In 2021 – 2022 this event moved in-person hosted on the DCU campus with 14 students helping to mentor and assist with the hackathon looking at sustainable business ideas. In 2021 12 NGM students attended an in-person hackathon in Gorey, collaborating in groups with students from other courses to discuss innovative, practical, sustainable, and applicable solutions that would enhance Gorey as a place to live.

Sustainable Production

A new module was introduced in 2022 titled Business Processes and Lean Thinking (MT338). It was co-developed by Dr Raymond Treacy and Professor PJ Byrne (Professor of Operations Management) from the operational and financial performance research group. The module focuses on topics such as Lean production and process redesign in manufacturing and services industries. The module incorporates a sustainable production element pertaining to the amalgamation of lean principles and sustainable production and consumption i.e., Lean and Green operations. Topics covered include the implementation of environmental management systems and energy management systems within business operations (i.e., ISO 14001, ISO 5001), as well a focus on the consumption aspects of business operations related to practices and concepts such as eco-design and closed loop supply chains. A component of the module underlines the importance of pollution prevention and redesigning processes to reduce emissions at source, as well as product stewardship, which relates to key stakeholder integration (supply chain members for example) and product and process life-cycle analysis. Lastly, the module touches on topics related to sustainable development, particularly offshoring and outsourcing in developing nations and how local business ecosystems within these countries can begin to grow organically on sustainable level (SRE sustainability, responsibility, and ethics). In the module, students are challenged to rethink processes from a sustainability lens which is of critical importance to long-term sustainable development.

Sustainable Cities

Distribution and Channel Management (MT211) was revised in 2022 by Dr Raymond Treacy to include a focus on sustainable cities, primarily focusing on topics such as sustainable distribution, reverse logistics and transportation within urban centres. The aim is to introduce students to topics such as sustainable last mile distribution within cities and how this can be achieved. The module also examines sustainable distribution within rural areas and discusses how sustainable distribution strategies such as logistics pooling can aid businesses operating in, and delivering to, rural communities.

Sustainable Development

OSC14 is a postgraduate module worth 15 ECTs. This is part of the Masters in Management for Sustainable Development. This module is co-ordinated by Dr. Aideen O'Dochartaigh (Assistant Professor in Accounting) and delivered by Ann Whyte. The overall aim of this module is to provide the learner with a knowledge and understanding of the environmental and social responsibilities of an organisation and offer appropriate skills and perspective successfully implement change. Sustainable transport and logistics; Sustainable development and sustainable waste management; Sustainable energy and sustainable water management are the three themes of this module. This module explores all UNSDGs but focuses specifically on goals 4, 6, 7, 8, 9, 11, 12, 13 and 17. This module explores sustainable development through the business lens. It focuses on a variety of topics that include history and theory of sustainable development, climate change, carbon cycle; UNSDGs; ESG, sustainable strategy, circular economy; carbon accounting and carbon reporting; net-zero/low carbon transition; key international agreements to support carbon reduction; sustainable waste management; sustainable water management; sustainable energy management; sustainable transport and logistics. Students gain an insight into national, European and international efforts to combat global climate change develop a comprehensive understanding of the impacts of the exploitation of resources on the environment. Students develop business and management skills to support the creation and implementation of sustainable strategies and projects. Students expand their executive skills gaining a deeper insight into sustainable evaluation, auditing and reporting. Students also have the opportunity to critically evaluate current and best practice while engaging in practical application of environmental management in real world scenarios.

Sustainability & Simulation Games

Dr Malcolm Brady (Associate Professor Management) uses a simulation game focused on strategy, sustainability, and democracy with master students. The simulation is called 'New Shores' and is provided by the Center for Systems Solutions, Wroclaw, Poland. Malcolm uses the game with the MSc in Organizational Behaviour/ Organizational Psychology students and with MSc in Management (Strategy) students last year. He links the game with Elinor Ostrom's (2000) theory regarding management of common pool resources, with Brandenburger and Nalebuff's theory of coopetition (i.e., competition and cooperation) and with Fehr and Gächter's (2000) theory around reciprocity, fairness and retaliation.

Sustainability is an important feature of the strategy of one case studies (Kerry Group), while Ethical aspects to strategic decision making which is a major feature another case studies

(IKEA Global Challenge) that Malcolm uses for strategy modules MT582, MT5127a, MT589 and We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

MT5135 to MSc in Management, MBA students and MSc in Organizational Behaviour/ Psychology students respectively.

Project and Operational Change Management

MT5228 is a postgraduate module that is part of a Masters in Management of Operations. This module is co-ordinated by Dr. Colum Foley (Assistant Professor of Management). Sustainable transport and logistics is one of the three themes of this module, worth 5ECTs, and is delivered by Ann Whyte. This module introduces students to the challenges involved in managing and renewing an enterprise in today's increasingly complex and dynamic global environment. Sustainable transport and logistics focuses on offering students a deeper understanding of the opportunities and challenges involved in addressing sustainability in the management of transport and logistics for an organisation. The learner explores the following topics- UNSDGS, sustainable transport, sustainable logistics, sustainable strategy and report, circular economy, carbon capture and storage, low carbon transition, climate policy, transport policy, GHG protocols and scope 3 accounting/reporting, net-zero. This module explores all UNSDGs but focuses specifically on goals 4, 6, 7, 8, 9, 11, 12, 13 and 17. Students learn to identify and define key sustainable methodologies and strategies against practice in the workplace. They also develop a critical awareness of innovative solutions to enhance exiting best practice in sustainable transport and logistics planning.

Principle 4: Research

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

The plans for developing research and innovation at DCU are based on the institutional strategic plan (2017–2022): Talent, Discovery, And Transformation. A core element of DCU's Vision is to be a globally-significant university that is renowned for its discovery and translation of knowledge to advance society. DCU Business School has responded by becoming more research-intensive and collaborative to address this vision, and faculty are encouraged to publish across the UN Sustainable Development Goals (SDG).



Since 2018, Elsevier has generated SDG search queries to help researchers and institutions track and demonstrate progress toward the SDG targets. We used these Scopus (SciVal) search queries to provide an overview of the data on these contributions and impact in the SDG fields.

This methodology can be view at:

<https://elsevier.digitalcommonsdata.com/datasets/6bjy52jkm9/1>

In summary, between 2021 and 2022 DCU Business School academic faculty published 124 publications (Appendix A) that SciVal identified as being related to UN SDG fields, 103 of these were PRJ articles.

UN SDG (reporting via SciVal)	Nr of Publications	Average Citations
1. No Poverty	3	1.3
2. Zero Hunger	2	0
3. Good Health and Well-being	22	9.3
4. Quality Education	4	10.5
5. Gender Equality	15	4.3
6. Clean Water and Sanitation	3	6.3
7. Affordable and Clean Energy	11	15.6
8. Decent Work and Economic Growth	35	7.7
9. Industry, Innovation, and Infrastructure	22	7.5
10. Reducing Inequality	24	6.1
11. Sustainable Cities and Communities	2	10.5
12. Responsible Consumption and Production	12	5.5
13. Climate Action	10	14.3

14. Life Below Water	0	0
15. Life on Land	2	6.5
16. Peace, Justice, and Strong Institutions	20	2.4
Total	187*	7.4

Note: *Unique publications total 124

Research outputs were particularly strong within:

- **SDG:3** (Good Health and Well-being) had a citation count of 195 which amounted to a field-weighted citation impact of 3.95, and a field-weighted view impact 1.95.
- **SDG:8** (Decent Work and Economic Growth) had a citation count of 252 which amounted to a field-weighted citation impact of 2.54, and a field-weighted view impact 2.4.
- **SDG:9** (Industry, Innovation, and Infrastructure) had a citation count of 159 which amounted to a field-weighted citation impact of 2.1, and a field-weighted view impact 1.65.
- **SDG:10** (Reducing Inequality) had a citation count of 144 which amounted to a field-weighted citation impact of 1.78, and a field-weighted view impact 2.03.
- **SDG:16** (Peace, Justice, and Strong Institutions) had a combined citation count of 48 which amounted to a field-weighted citation impact of 1.17, and a field-weighted view impact 1.76.



Altmetric

To enhance the understanding of this research impact, using altmetrics via Scopus, we examined the 124 publications indicated above. 13 of which had an individual score of more than 11 with a combined score of 226 (Altmetric Attention

Score is the high-level measure of the quality and quantity of online attention that it has received).

- Vial A.C.; Bosak J.; Flood P.C.; Dovidio J.F., 2021, Individual variation in role construal predicts responses to third-party biases in hiring contexts, PLoS ONE, 10.1371/journal.pone.0244393, (SDG (10)
- Kelly G.; McAdam M., 2022, Women Entrepreneurs Negotiating Identities in Liminal Digital Spaces, Entrepreneurship: Theory and Practice, 10.1177/10422587221115363, (SDG (5,8)
- Dincer O.; Gillanders R., 2021, Shelter in place? Depends on the place: Corruption and social distancing in American states, Social Science and Medicine, 10.1016/j.socscimed.2020.113569, (SDG (16)
- Collings D.G.; Nyberg A.J.; Wright P.M.; McMackin J., 2021, Leading through paradox in a COVID-19 world: Human resources comes of age, Human Resource Management Journal, 10.1111/1748-8583.12343, (SDG (3)
- Bosson J.K.; Jurek P.; Vandello J.A.; Kosakowska-Berezecka N.; Olech M.; Et al., 2021, Psychometric Properties and Correlates of Precarious Manhood Beliefs in 62 Nations, Journal of Cross-Cultural Psychology, 10.1177/0022022121997997, (SDG (5,10)

- Robbins P.; O'gorman C.; Huff A.; Moeslein K., 2021, Multidexterity—a new metaphor for open innovation, *Journal of Open Innovation: Technology, Market, and Complexity*, 10.3390/JOITMC7010099, (SDG (9))
- Reichel A.; Lazarova M.; Apospori E.; Afiouni F.; Andresen M.; Bosak J.; Parry E.; Bagdadli S.; Briscoe J.P.; Gianecchini M.; Suzanne P.; Taniguchi M., 2022, The disabling effects of enabling social policies on organisations' human capital development practices for women, *Human Resource Management Journal*, 10.1111/1748-8583.12431, (SDG (8))
- Rocchetta S.; Ortega-Argilés R.; Kogler D.F., 2022, The non-linear effect of technological diversification on regional productivity: implications for growth and Smart Specialisation Strategies, *Regional Studies*, 10.1080/00343404.2021.1939292, (SDG (8,9))
- Corbet S.; Lucey B.; Yarovaya L., 2021, Bitcoin-energy markets interrelationships - New evidence, *Resources Policy*, 10.1016/j.resourpol.2020.101916, (SDG (9))
- Akkermans J.; Collings D.G.; da Motta Veiga S.P.; Post C.; Seibert S., 2021, Toward a broader understanding of career shocks: Exploring interdisciplinary connections with research on job search, human resource management, entrepreneurship, and diversity, *Journal of Vocational Behavior*, 10.1016/j.jvb.2021.103563, (SDG (8))
- Rocchetta S.; Mina A.; Lee C.; Kogler D.F., 2022, Technological knowledge spaces and the resilience of European regions, *Journal of Economic Geography*, 10.1093/jeg/lbab001, (SDG (8,9,10))
- Gillanders R.; van der Werff L., 2022, Corruption experiences and attitudes to political, interpersonal, and domestic violence, *Governance*, 10.1111/gove.12570, (SDG (5,16))
- Zakari A.; Tawiah V.; Khan I.; Alvarado R.; Li G., 2022, Ensuring sustainable consumption and production pattern in Africa: Evidence from green energy perspectives, *Energy Policy*, 10.1016/j.enpol.2022.113183, (SDG (7,8,12))

The remainder of this section provides a snapshot of some of the research carried out by our academic faculty

Corruption, Gender, and Sustainable Development (COGS) is funded by the Irish Research Council in partnership with the Department of Foreign Affairs under Strand 2B (Better World Awards) of COALESCE (Collaborative Alliances for Societal Challenges). Co-PI Robert Gillanders is an Associate Prof. of Economics at DCUBS. COGS is a joint undertaking between DCU and Université Norbert Zongo, Burkina Faso.

The four pillars of COGS will uncover new mechanisms through which corruption acts as a barrier to inclusive sustainable development. Pillar 1 of COGS examines how sextortion can act as a barrier to female entrepreneurship and the factors that are associated with a higher rate of sextortion. Pillar 2 studies how gender stereotypes dissuade women from pursuing a career in elected political office, and how these biases can be overcome. Pillar 3 explores if local corruption in the health and education domain limits access to these fundamental services more for women than for men. The final pillar will model how a lack of interagency

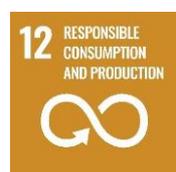
trust arising from perceptions of corruption can impede coordination and action to combat climate change. COGS is enriched by the utilisation of a wide range of quantitative and qualitative methods, such as interviews, focus groups, experiments in Burkina Faso and Ireland, and cross-country analyses.

Pillar	Description	SDG Relevance						
1	Sextortion and Female Entrepreneurship	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	5 GENDER EQUALITY	10 REDUCED INEQUALITIES	1 NO POVERTY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	
2	Gender Stereotypes, Corruption, and Attitudes to Female Politicians	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	5 GENDER EQUALITY	10 REDUCED INEQUALITIES	13 CLIMATE ACTION			
3	Corruption and Women's Access to Healthcare and Education	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	5 GENDER EQUALITY	10 REDUCED INEQUALITIES	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	17 PARTNERSHIPS FOR THE GOALS	
4	Corruption, Trust, and Interagency Cooperation on Climate Action	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	10 REDUCED INEQUALITIES	13 CLIMATE ACTION	17 PARTNERSHIPS FOR THE GOALS			

As part of the Irish Research Council's Ukrainian Researchers Scheme, Dr. Olesia Zhytkova joined the COGS team at DCUBS in November 2022 to work on an additional strand that seeks to understand the role that corruption plays in women's decisions to get involved in political and social activism.



Dr Yuhui Gao (Associate Professor of Marketing) and Dr John McMackin (Assistant Professor HRM) are coordinating a research project titled **The role of agile leadership in embedding sustainable business practices: A comparison of profit and non-profit originations**. The objective of this project is twofold: (1) to identify business leaders' individual factors such as characteristics, personal values, mind-sets, skills and behaviours required to become an agile leader; (2) to explore what role agile leaders play in implementing sustainable business practices (SBPs). Specifically, we aim to explore whether there are differences between the characteristics and behaviours of agile leaders driving adoption of SBPs in profit and non-profit organisations.



Dr Yuhui Gao (Associate Professor of Marketing) is working on a research project jointly conducted by Trinity College Dublin and DCU Business School, titled **Agile marketing and responsible innovation**. The research project aims to explore how open innovation and marketing agility influence new product development and responsible innovation.



Voices from the Frontline: a review of EMS first responders' experience of COVID-19 in Ireland. Professor Caroline McMullan (PI - Full Professor of Business and Society), Dr Ann Largey (Associate Professor of Economics & Finance), Gavin Brown (Assistant Professor of Business & Society), Grainne O'Shea and Niamh Reilly explored the experiences of Irish emergency medical

services (EMS) first responders during the first nationwide restrictions to curb the spread of COVID-19.

A systematic literature review (SLR) of research into healthcare workers' and first responders' experiences during the COVID-19 and 2003 SARS pandemics was performed. The SLR informed the content of an online questionnaire distributed via the Irish Pre-Hospital Emergency Care Council to 2,092 first responders on its live register. Data analysis used both descriptive and content analysis.

EMS First responders faced many challenges including PPE quality, training on its use, issues with decontamination facilities, and organisational effectiveness. Emotional challenges included the anxiety experienced, the impact on families, and ethical dilemmas confronted related to patient care. Positive findings also emerged, such as first responders' dedication to working through the pandemic, collegiality, and the community goodwill displayed.

While investigations of the impact of the COVID-19 pandemic on healthcare workers have been undertaken globally, studies focussing exclusively on the experiences of EMS first responders have been rare. This study addressed this knowledge gap, providing an insight into the challenges and successes experienced by first responders and identifying opportunities for learning that can be applied to future public health emergencies.

Alongside dissemination of the findings to academic colleagues, the research team also sent an overview of the findings to senior management in EMS organisations.

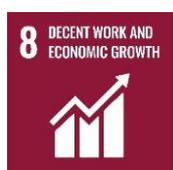
The research was funded under the DCU COVID-19 Research and Innovation Hub.



In 2021, Dr Marta Rocchi (Assistant Professor of Governance & Business Ethics) received the Bankinter Business Ethics Research Prize (third prize) for her article **“Can Finance Be a Virtuous Practice? A MacIntyrean Account”** (Business Ethics Quarterly, 31 (1):75-105), with her co-authors Ignacio Ferrero and Ron Beadle. The article makes an effort to lay the foundation for a financial activity which has the fundamental purpose of contributing to the good of society.



Dr Cathal Guiomard (Assistant Professor Aviation) is currently working with researchers in four other Universities (inside and outside the EU) on a reform plan of the economic regulation of air traffic control in European airspace to raise operational efficiency, reduce fuel use and improve the sustainability of air transport. They plan to publish a book in a Cambridge University academic publication series during 2023. This research activity directly assists sustainability and climate action (SDG 13).



Dr Marty Reilly (Assistant Professor International Business & Strategy), Prof Pamela Sharkey Scott (Full Professor International Business) and Prof Esther Tippmann (University of Galway) recently conducted a longitudinal study examining the impact of layoffs for employees within the technology sector in Ireland. The study examines the impact of job loss on employee emotions, and how

employees are affected by not just the loss of their primary source of income but for many, access to their primary social networks and the shared experiences accumulated through working together. The research project and output is particularly relevant given the recent layoffs announced across a number of Multinationals based in Ireland (eg, Microsoft, Meta, Stripe and Twitter) and shares new insights on the responsibilities of organisations to better understand the emotional journey that employees go through during closures or layoffs. Additionally, the research project serves to better inform the supports that organisations can provide during the critical interim between the announcement of job-loss and eventual redundancy (including counselling, up-skilling and personal development).

The outputs of this research to date include: (1) a recently published online article on RTE brainstorm (the national broadcaster), and (2) an accepted forthcoming paper in the Journal of International Business Studies (FT50, ABS4*).

<https://www.rte.ie/brainstorm/2022/1116/1336499-foreign-direct-investment-sad-side-job-cuts-layoffs-redudancies/>



Dr Vincent Tawiah (Assistant Professor Accounting) is engaged in research on environmental sustainability. His high-quality research has established evidence on how latest technologies such as blockchain help reduce the carbon emissions at firm level. His other research also highlights the sustainability accounting practices of firms in Nigeria. This research provides insights into what drives firms in developing countries to engage in environmental and social sustainability. Vincent has also published empirical studies on the recent inflows of Chinese investment on the environmental sustainability of host countries. Contrary prior studies, this research showcase that some forms of Chinese investments are providing good route towards sustainability in Africa. This research is brought to the classroom through the delivery of sustainable financial report seminar.



RINNO - SDG 9 - 2020-2024 (<https://iidb.ie/horizon2020/rinno/>)

PI: Professor Theo Lynn (Full Professor of Digital Business). RINNO is a Horizon 2020 project that aims to deliver a set of processes that when working together give a system, repository, marketplace, and enabling workflow process for managing deep renovation projects. RINNO is expected to impact the EU inefficient building stock by:

- reaching an ambitious annual renovation rate of 3.5%
- primary energy savings of 165 GWh/year
- a reduction of electricity cost by at least 30%
- a total cost / time reduction in comparison with typical renovation by more than 30% and 40% respectively
- an estimated reduction of 40,400 tons CO₂-eq/year.



GENRE - SDG 5 & 10 – 2019-2021

Consortium led by Professor Maura McAdam (Full Professor of Management). The project is titled 'Overcoming the Entrepreneurial Ecosystem Gender Divide: A Cross-Cultural Perspective'. The aim of the project is to provide a nuanced understanding of how gender is a decisive factor when it comes to women's participation in the entrepreneurship ecosystem. It is hoped that this project will increase awareness of gender inequality within the high tech sector, which may lead to more gender equality in the sector and for more women to become successful technology entrepreneurs.



INTERSEX - SDG 3 & 10 – 2020-2024

DCU team led by Professor Regina Connolly (Professor Management & I.S). The project is titled 'Creating knowledge on intersex studies, policies and practices from a human rights perspective'. The practical focus of the programme will be on developing topical and original applied outputs of relevance to stakeholders concerned to support the wellbeing and rights of intersex people. The project will train a cohort of highly skilled researchers who will enable fast-track developments of intersex studies, policies and practices, working in a multidisciplinary and transectoral network bringing together 21 organisations from 10 countries.



REWIR - SDG 8 & 10 – 2019-2021

Irish research team is led by Dr. Eugene Hickland (Assistant Professor HRM), Dr. Margaret Heffernan (Associate Professor of Human Resource Management), Dr. Aurora Trif (Associate Professor HRM) and Dr. Tish Gibbons (SIPTU Researcher). REWIR, is a research project investigating how employees return to work after experiencing long term debilitating illnesses. It particularly focuses on people with cardiovascular diseases, cancer, mental health and chronic muscular/ skeletal diseases.

Among its objectives are:

- To strengthen expertise on the role of social partners in designing and implementing return to work policies at the European and national levels through social dialogue initiatives.
- Analyse the implementation of particular targets of Europe 2020
- Enhance knowledge on information, consultation and co-determination of employee representatives at company level in issues that are relevant to an increasing part of the work force and enable work retention of people exposed to chronic diseases.
- Extend the knowledge on preventing risk of marginalisation, discrimination and the threat of poverty for workers that suffer(ed) from long-term illness; and enabling their return to work and interest representation at the labour market.
- Rethink how industrial relations play a role in the (re)definition of concepts as intergenerational fairness, longer labour market involvement, job performance, presence at work, and fitness for work.

Principle 5: Partnership

PRME: 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.

DCU Business School has established a strong reputation both for providing high-quality 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. Industry engagement is a hallmark of all of our activities.

DCU Business School Industry Advisory Board

The Industry Advisory Board (IAB) comprises 19 external members plus the Executive Dean. The IAB assists the School in delivering on its mission to educate business leaders and professionals for the global marketplace. Our links and partnerships with business and industry not only enhance our students' learning experience but also make a vital contribution to their successful development.

The Industry Advisory Board meets twice annually and through ad-hoc committees and working parties as required from time to time. Board members have participated in the following activities:

- Participating on curriculum review panels which provide advice on enhancing the business relevance of DCU Business School programmes;
- Serving on a task force or working party to examine a specific issue;
- Recruitment of future students or executive education clients;
- Developing and hosting events such as symposia, fora, conferences, alumni networking and professional development events; and
- Participating in fundraising and sponsorship activities.

Our IAB members include the following:

Name	Role	Organisation
Margaret Sweeney (IAB Chair)	CEO	Irish Residential Properties REIT plc
Dr David Begg	Chair	The Pensions Authority
Dermot Daly	Audit Partner – Assurance Services	EY
Siobhan Fay	Managing Director	St James's Place International
Matthew Foley	Partner, Audit & Assurance/Financial Services	Deloitte
Prof. Ellen F. Harshman	Director of Bicen	Planning, President's office, Louis University USA.

Dr Niall Holohan	Retired Irish Ambassador to Saudi Arabia	Department of Foreign Affairs
Prof. Frank Horwitz	Director, Cranfield Defence and Security Leadership and Head of Centre for Defence Management and Leadership (CDML)	Cranfield University
John Jordan	CEO	Ornua
Dennis Keeley	Chief Fire Officer	Dublin Fire Brigade
Maurice Kelly	Chief People Officer	Tesco Ireland
Trayc Keevans	Director - Foreign Direct Investment (Global)	Morgan McKinley
Dr Feena May	CEO	The Inspiring Company
Robert Mulhall	Managing Director	AIB Group (UK) plc.
Peter O'Rourke	CEO	Peter Mark
Mark Redmond	Chief Executive	American Chamber of Commerce Ireland
Ryan Shanks	Director	The Dock' Accenture
Maria Smith	Senior Vice President, Asst. Global Corporate Controller and SVP Mergers & Acquisition	Oracle Corporation
Shane Buckley	President and COO	Gigamon

KPMG partners with DCU Business School

This five-year strategic partnership will deliver a range of activities that will maintain and enhance KPMG's contribution to business education in Ireland.

KPMG, one of the leading providers of professional services, has signed a five-year partnership agreement with Dublin City University Business School. For over four decades, KPMG has been a strong supporter of accounting education at DCU.

Through a substantial philanthropic commitment, this agreement will make a significant contribution to the Business School's mission to educate leaders and professionals for the

global marketplace and to contribute to the development of individuals, industry and society through its teaching, research and engagement with industry.



Expanding and building upon existing engagements, it will see collaboration on curriculum development, guest lectures, student

awards, deeper ties with DCU's work placement programme and human capital enrichment. It will also see collaboration on research, across topics related to accounting and the

accounting profession, talent development and human resource management, leadership, innovation and digitalisation. Additionally, it will offer professional development and training opportunities for KPMG staff.

Prof Daire Keogh, President of Dublin City University said:

This new strategic partnership marks a very welcome extension of our relationship with KPMG. It is a collaboration that will be of huge benefit to students at DCU Business School, both in terms of the evolution of our innovative and industry-relevant courses and in relation to increasing access to high quality work placements in one of the world's leading companies.

Prof Barbara Flood, Professor of Accounting at DCU Business School said

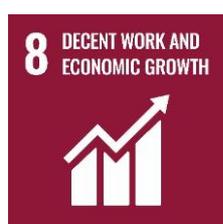
DCU Business School has an excellent reputation for its degree programmes, which are industry-engaged, research-informed and international in orientation, providing students with the knowledge, skills and values that enable them to flourish in their careers.

This new strategic partnership will deepen the School's long-standing relationship with KPMG and it will enrich the educational experience and career development of our students today and into the future.

Seamus Hand, Managing Partner at KPMG in Ireland, said

At KPMG we believe in the importance of investing in education for our people, our business and our communities. We're proud of our ongoing relationship with DCU and we look forward to this new partnership with DCU Business School which will help students develop fulfilling and exciting careers whilst contributing to the pool of talented graduates so fundamental to Ireland's success."

Department of Enterprise Trade and Employment Steering Committee



Brian Harney served on the Department of Enterprise Trade and Employment Steering committee overseeing the design, development and communication of a national survey assessing the training needs of SME owner managers in order to direct them to appropriate supports.

Tánaiste and Minister for Enterprise, Trade and Employment, Leo Varadkar TD and Minister for Further and Higher Education, Research, Innovation and Science, Simon Harris TD, launched Skills for Better Business, a two-part initiative aimed at assisting SME owners and managers across Ireland.

Skills for Better Business comprises an Online Tool for management skills assessment, complemented by a sign-posting resource providing quick contact information for management education and training.

On foot of recommendations by the Expert Group on Future Skills Needs in its 2020 management skills report, Leading the Way, a consortium of 14 partners from public and private sectors have worked together to develop the resources and content for the project.

Commenting on the launch of the online tool, the Tánaiste said:

This Online Assessment will make it easier for busy small business owners and managers to assess their own management and leadership skills. It can make a real difference to small businesses; top class management skills make for top class businesses. The extensive Courses and Contacts resource will make it easy for them to find the training and education available to develop those skills. Research has shown that firms that invest in management development grow faster, survive longer and innovate more effectively. I would encourage any SME owner or manager to take the Online Assessment and then reach out to the contacts for specific advice and guidance.

Aviation Industry Advisory Board



Dr Cathal Guimard (Assistant Professor Aviation) highlight that DCU Business School's hosting of an aviation industry advisory board which brings together senior aviation industry figures and meets twice-yearly to discuss the business-relevance and other aspects of the Business School's aviation degree programmes and modules. This board promotes SDG goal 4 of good-quality education.

School Enterprise Challenge and Age Friendly



As part of Next Generation Management Business & Society co-ordinated by Gerry Conyngham (Assistant Professor Statistics & Q.M.) and Gavin Brown (Assistant Professor of Business & Society), DCU Business School partners with organisations such as the School Enterprise Challenge and Age Friendly to encourage students to engage in activities

such as:

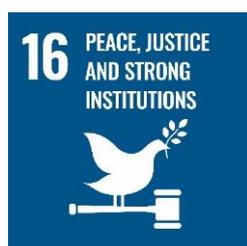
1. The School Enterprise Challenge [SEC] saw 24 DCU students in 2021 – 2022 act as judges grading business plans. The premise of the SEC involves primary and secondary students developing plans and a review for a sustainable business led by students with teacher support. This is conducted globally via an app and is assessed across 3 levels, Bronze, Silver and Gold. DCU students graded 5 – 6 business plans each from countries including, Kenya, India, and the Philippines. Subsequent to DCU involvement with the SEC, the organization sought further support in helping to assess the Enterprise Adventure business plans. The Enterprise Adventure targets young people who are unable to benefit from a school-based programme. Participants complete “missions” while developing the skills required to plan a business. 6 NGM students volunteered to grade these missions for student world-wide.

2. Alongside Age Friendly University Initiative, NGM students helped to facilitate and lead computer classes for older students. This activity took place over both cohorts with approximately 25 students participating each year. NGM students helped to create and

The board of the EMII is made of members from emergency services, private industry, non-profit sector, and academia, and its 2021-2022 board members were:

Name	Role & Organisation
Chair Dennis Keeley	Chief Fire Officer, Dublin Fire Brigade & DCU Business School IAB member
Deputy Chair Sean Ward	Chief Superintendent, An Garda Síochána
John Brophy	Director, ReidyBrophy Ltd
Eileen Tully	Principal Officer, Department of Justice & Equality
Prof Caroline McMullan	DCU Professor of Business & Society
Paul Kellett	Chief Officer, Irish Prison Service
Gavin Brown	DCU Assistant Professor of Business & Society
Mairead Loughman	Risk Manager, Office of Corporate & Legal Affairs, University College Cork
Gary Farrell	Sergeant, An Garda Síochána
Cahir O'Byrne	Health Service Executive, National Office for Emergency Management
Dr Patrick Leahy	Assistant Commissioner, An Garda Síochána (Retired)
Diarmaid Scully	Mountain Rescue Ireland & Business Continuity Consultant

Anti-Corruption



Dr. Robert Gillanders serves as one of the two academic members of the Irish state's new Advisory Council against Economic Crime and Corruption. This is a new institution established as part of the state's commitment to fight white collar crime and corruption. The council is tasked with making proposals and giving advice on strategy and policy. It will develop a multi-year strategy to fight economic crime and corruption and serve as a "centre of excellence" for coordinating research, training, and education. From 2019-2022, Dr. Gillanders served as Local Research Correspondent on Corruption (LRCC) for Ireland as part of an EU wide network. In December 2022, he was nominated by the Irish Department of Foreign Affairs to attend a UNCAC expert meeting in Cairo on the implementation of the Sharm el-Sheikh declaration. This declaration relates to strengthening international cooperation in the prevention of and fight against corruption during times of emergencies and crisis response and recovery.

Social Enterprise



Dr. Robert Gillanders serves on the board of directors of Darndale-Belcamp Village Centre (DBVC). DBVC is a not for profit social enterprise that operates in one of Ireland's most disadvantaged communities. It provides employment and training opportunities, and several community services, including a senior centre and repair and maintenance service for older people in the community.

National Risk Assessment for Ireland 2020



Professor Caroline McMullan led a research team of DCU Business School academics who worked on the completion of the Irish Government's third National Risk Assessment (NRA), launched in March 2021. Professor McMullan was the architect of the NRA methodology when the first cycle was completed in 2013 and continues to shape the theoretical framework on which the process is built.

The purpose of the National Risk Assessment is to identify the key risks facing the State, to assess the likelihood and impact of these risks and to inform actions at a national level aimed at mitigating such risks. It provides a basis for establishing priorities with regard to risk mitigation at national level and to inform Government decisions regarding resource allocation. It replaces the National Risk Assessment for Ireland 2017.

Professor McMullan commented

We were delighted to assist with the delivery of the NRA (2020). Participating in this critical project allows us to make a meaningful contribution to the DCU mission to transform lives and societies. The NRA will shape risk management at a national level and help us deliver some vital elements of our EU risk-related responsibilities.

Taxation Institute & Department of Finance



Dr Patrick Mulcahy (Assistant Professor Accounting) worked in conjunction with the Irish Taxation Institute on the delivery of a number of components of the Diploma in Taxation Policy to staff members at the Department of Finance. This involved the preparation and delivery of taxation material across the income tax, corporation tax, capital gains tax and VAT taxation heads. The Diploma which was delivered to staff members from both the Department of Finance, Irish Revenue Commissioners and other government bodies took place both in person (at the Department of Finance) and also virtually, with Patrick using his industry experience (through his ongoing links with industry in the capital markets/alternatives sector) to outline and explain tax rules and regulations with an up-to-date current policy slant. The programme has been very well received with Patrick using his lecturing experience gained at DCUBS in a practical and insightful manner.

Honorary Doctorate



In 2022, DCU awarded an Honorary Doctorate to Mr. Dómhnal Slattery, Chief Executive of the aircraft leasing firm, Avolon, which is headquartered in Ireland. One of Mr. Slattery's achievements is to chair Vertical Aerospace, which designs and builds zero-carbon electric air taxis that take off and land vertically. Avolon has ordered 500 of these aircraft which will be leased to airlines around the world. The doctoral award is supportive of aviation sustainability as well as SDG goal 9 in regard to industry innovation.

Society for Business Ethics



Dr Marta Rocchi (Assistant Professor of Corporate Governance & Business Ethics) joined the Diversity, Equity and Inclusion Committee of the Society for Business Ethics. The Committee “will seek to advance fair and nondiscriminatory practices within SBE, propose remedial action to the SBE Board, and perform outreach to individuals and under-represented groups within the business ethics profession” (from <https://sbeonline.org/dei-committee/>)

Dublin Lean Network



Dr Raymond Treacy is a member and contributor to the Dublin Lean Network which meet once a month to participate in an industry seminar. Each month a guest manager outlines how his/her organisation implemented lean management practices and/or energy efficient production i.e., Lean and Green Operations. Topics include waste reduction practices through continual improvement and the firm's recycling, remanufacturing, and reuse strategies. The network is important for maintaining a link to industry and examining how real-world manufacturers are implementing sustainability concerns within their operations (SDG 9).

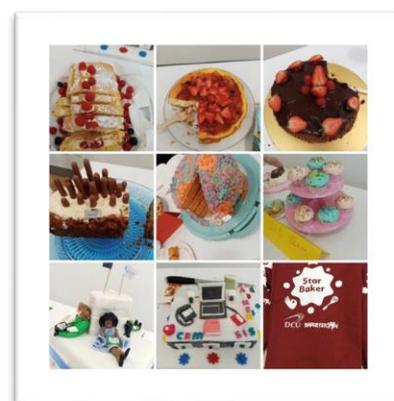
Development Studies Association of Ireland



Dr Malcolm Brady (Associate Professor Management) is a member of the Business Group within the Development Studies Association of Ireland for the past several years. This group has held meetings and seminars supporting the promotion of the UN Global Compact in Ireland (including the Ten Principles and the 17 Goals).

DCU Barrestown Committee

Dr Yuhui Gao (Associate Professor of Marketing) is a DCU Business School representative at the DCU Barrestown Committee (July 2021-December 2022). Barrestown is a children's charity which offers free, specially designed camps and programmes for children and their families living with a serious illness. DCU has established a three-year partnership with Barrestown (2019-2022) which provides DCU staff and students an opportunity to 'make a difference' for the charity. DCU staff and students have volunteered as 'Helping Hands' at major Barrestown fundraising events such as the Big Picnic, Dublin Mountain Challenge and the Christmas Fair.



Picture: In May 2022, DCU Bake off for Barrestown took place over two days, across two campuses and raised much needed funds for the charity.

Dublin City University, daa and Fingal County Council partner on sustainability in aviation



A new collaboration will see academics and researchers in DCU work together with daa and Fingal County Council to develop practical and impactful solutions aimed at making aviation more sustainable and to reduce the environmental impact of the aviation sector on the Fingal region.

The partnership between the three organisations aims to advance research into sustainable aviation

The multi-year agreement will bring together the collective areas of expertise of all parties to develop innovative research projects that will provide societal, economic and environmental benefits.

DCU researchers will work with daa and Fingal County Council on areas of sustainability where real impact can be made, including:

- Public transport connectivity to the airport from the Fingal area
- Decarbonised energy sources

daa has set a range of corporate commitments in relation to environmental sustainability, including a goal to achieve Net Zero carbon emissions by 2050. It is hoped that this research will contribute towards achieving, and potentially accelerating, this ambition.

Dublin City University is committed to the United Nations Sustainable Development Goals and has been ranked among the world's leading universities for its impact in addressing inequality and reducing poverty.

Fingal County Council is working under its Climate Change Action Plan to improve energy efficiency, reduce greenhouse gas emissions and make Fingal a climate-resilient region. The Council is also working with businesses under the Sustainable Fingal Initiative to encourage the adoption of sustainable business practices, and helping businesses become more resource efficient and promoting active travel measures to improve the health and wellbeing of citizens and to increase the attractiveness of the public realm.



Prof Daire Keogh, President of Dublin City University said: "I warmly welcome this agreement with two of DCU's key regional stakeholders. By deepening our collaboration with daa and Fingal County Council, I am confident that we can make the Irish Aviation sector more sustainable."

L-R, Aoife Sheridan, Fingal County Council, John Quinlivan, Fingal County Council, Mayor Howard Mahony, Fingal County Council, Andrea Carroll, daa, Prof Daire Keogh, DCU and Dr. Marina Efthymiou, DCU

Principle 6: Dialogue

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

DCU's Strategic Plan 2017-2022 clearly articulates our purpose to address the major challenges facing the world today and to develop the talent and knowledge that society needs. DCU Business School has led the UN's sustainable development goals (SDGs) into our curricula and research agendas.

DCU Anti-Corruption Research Centre - Corruption in Ireland



DCU Anti-Corruption Research Centre (ARC) published a report entitled "Corruption in Ireland: Attitudes, Beliefs and

Challenges" in December 2022. This report was based on a nationally representative survey that probed attitudes to and tolerance of corruption in Ireland. The key findings pointed to low trust and confidence in political parties and several public institutions. Recommendations were offered that included public and public sector engagement and a frank national conversation on reform and rebuilding confidence. ARC also co-hosted an event on corruption and water with the Water Integrity Network.

DCU National Centre for Family Business - Surviving a Crisis

A new report from Dublin City University's National Centre for Family Business "Surviving a Crisis as a Family Business" marks the first all-island study of family business practice that includes businesses from the Republic of Ireland and Northern Ireland. It captures the lived experiences of over 250 participants from a broad range of sectors and insight into the realities they've been facing in their respective industries during this COVID-19 pandemic.

A new report from Dublin City University's National Centre for Family Business shows that despite 83% of CEOs reporting their business to be negatively impacted by the COVID-19 pandemic, Irish family businesses have demonstrated resilience and a strong commitment to continuity.



DCU National Centre for Family Business launches new Podcast series

The first in the new series of podcasts was produced by the DCU National Centre for Family Business. By translating world-class research into best practice insights, they seek to empower family firms to embrace contemporary challenges and achieve continuity across generations.

Examples from the Podcast include:

- Female Leadership in Family Business
- Surviving a Crisis as a Family Business – Cashflow Podcast
- Compassionate Leadership

<https://business.dcu.ie/dcu-national-centre-for-family-business-launches-new-podcast-series>

Sustainable Development for Business

The Sustainable Development Goals for Business or SDG4B is a series of lunchtime talks which aimed to explore how businesses are aligning with current sustainability goals. This event was led by DCU Business school and co-sponsored by the Irish Institute for Digital Business (IIDB).

Each event covered a different Sustainable Development Goal, with speakers from both industry and academia discussing each goal in relation to:

- The sustainable development goal and its relevancy to business
- The benefits of businesses aligning with SDGs
- Insights in to how different enterprises are engaging with each of the SDGs

<https://business.dcu.ie/sdg4b/>



Women's Digital Entrepreneurship – Diana Conference

70 guests attended the three-day Diana International Conference at DCU's St Patrick's conference this week, where they joined global research experts from 32 countries to discuss and share their research on women's entrepreneurship and digital business.

Conference lead Maura McAdam, Professor of Management at Dublin City University's Business School, said:

The aim of this year's conference was to underscore the importance of women's lived experiences of digital entrepreneurship and to provide both theoretical and practical, solution-driven advice/outcomes for entrepreneurial women. In keeping with DCU's core vision, the conference is showcasing impact driven leading-edge women's entrepreneurship research across the two days.

On Wednesday 22 June, some of Ireland's leading entrepreneurs joined researchers for the conference Impact Day to discuss digital entrepreneurship. Speakers included Chupi Sweetman of Chupi Jewellery; Niamh Parker, Altada; Jennifer Rock, The Skin Nerd; Sonia Neary, Wellola; Catherine Moroney, AIB; and Jennifer Melia, Enterprise Ireland.

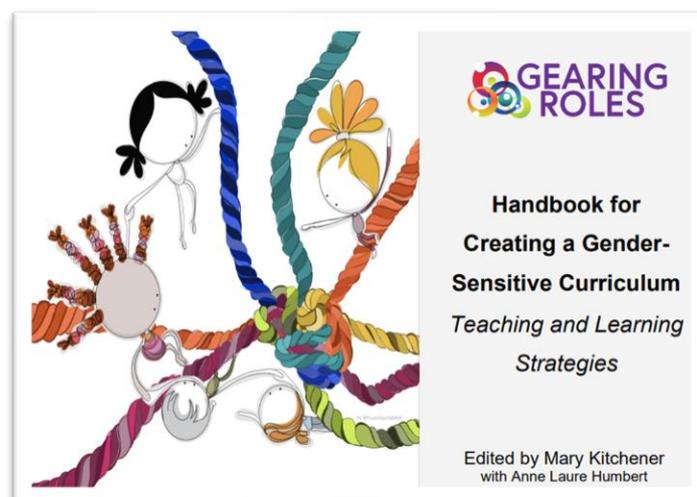
Ukrainian ambassador to Ireland Larysa Gerasko also spoke at the Impact Day, which was launched by an online address from Robert Troy, Minister of State in the Department of Enterprise, Trade and Employment with responsibility for Trade Promotion, Digital and Company Regulation.



Building gender sensitivity awareness and creating brave spaces

Dr Yuhui Gao (Associate Professor of Marketing) contributes a case study, Building gender sensitivity awareness and creating brave spaces, to an edited Handbook which provides case studies and illustrations of successful management of the gender dimension in teaching practices. This Handbook aims to help colleagues develop their professional capabilities by building their gender sensitivity awareness, which in turn helps to create a gender-sensitive curriculum.

Gao, Y. (2022). Building gender sensitivity awareness and creating brave spaces. In Kitchener, M. and Humbert, A. eds. Handbook for Creating a Gender-Sensitive Curriculum: Teaching and Learning Strategies. Oxford Brookes University.



Returning to work after illness

In 2021, Dr Margaret Heffernan (Associate Professor of Human Resource Management) was involved in the co-ordination of a key EU research conference titled 'Return to work after illness: the role of industrial relations'. This conference was the culmination of a research project involving DCU collaborators Eugene Hickland and Aurora Trif and five other research partners across Europe including Belgium, Italy, Slovakia, Romania and Estonia.

The purpose of the conference was to promote an open debate on the state of play and the upcoming challenges for industrial relations' actors in relation to workers returning to work after chronic illness. Given the rapidly changing labour market landscape, including the effects of Covid-19, the discussion explored future opportunities for return to work offered by the new EU Disability Rights Strategy for 2021-2030 and the EU Strategic Framework on Health & Safety at Work for 2021-2027. The keynote panels brought together participants from EU member states and EU-level organisations, inviting them to share developments in social partner strategies in return-to-work initiatives in their respective countries. Margaret Heffernan moderated a discussion on "How can social partners step up in return to work"

Panelists included Per Hilmersson, Deputy General Secretary (ETUC) Michele Buonerba, Local Trade Union Official (CISL, Italy) Erik De Bom, Social Affairs Advisor (UNIZO, Belgium) Michaël De Gol, Vice Chair of the Social Affairs Board (SGI Europe).

The research project "Negotiating return to work in the age of demographic change through industrial relations" (REWIR - VS/2019/0075) informed the discussion. Its findings highlighted how different industrial relations and social dialogue practices contribute to the shape of return-to-work policies and extend working lives in the EU member states. Further information can be found on the project website [here](#).

European Aviation Conference 2021

European Aviation Conference: Getting real about climate change and aviation: economics & policy for this decade was hosted by DCU and lead by Dr Marina Efthymiou (Associate Professor in Aviation Management). Researchers, industry practitioners and government representatives came together in a virtual setting to share expertise on the conference theme, "Getting real about climate change and aviation: Economics and policy for this decade".

Keynote speakers included:

- Henrik Hololei, Director-General, Mobility and Transport European Commission
- Sir Dieter Helm, Professor of Economic Policy, Oxford University and Author of Net Zero
- Brian Pearce, Former Chief Economist, IATA



Other panellists include Marylin Bastin, Eurocontrol, Marina Efthymiou, Dublin City University, Florian Allroggen, MIT; Aeronautics & Astronautics and Jagoda Egeland, OECD International Transport Forum.

European Parliament TRAN committee

Dr Marina Efthymiou (Associate Professor in Aviation Management) gave a speech at the European Parliament TRAN committee on the Emissions Trading Scheme in Aviation Policy in 2021, a speech on sustainable aviation policy at the MRO Conference, Leasing Conference, Flux Aviation, and other academic conferences.

Women in Aviation

Dublin City University, in partnership with the aviation industry, conducts research on the area of inclusion in the aviation industry. This project led by Dr Marina Efthymiou (Associate Professor in Aviation Management) encompasses a range of activities aimed at growing knowledge and building awareness around inclusivity, with a specific focus on increasing the representation of women in aviation.

Emergency Management Institute Ireland - Breakfast Briefings and Book Club

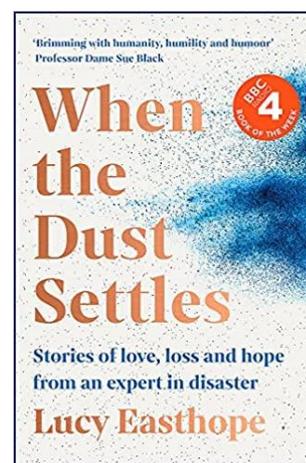


The EMII, which has its home in DCU Business School, hosted several events over 2021 and 2022, including a book club style event: "When the Dust Settles" on the 28th of April 2022. This event centred around Professor Lucy Easthope's book: "When the Dust Settles: Stories of Love, Loss and Hope from an Expert in Disaster".

Professor Lucy Easthope is the UK's leading authority on recovering from disaster. She is a Professor in the Practice of Risk and Hazard at the University of Durham and Fellow in Mass Fatalities and Pandemics at the Centre for Death and Society, University of Bath.

Lucy challenged participants to think differently about what comes next after tragic events and shared what she has learned with participants from all sectors involved in emergency management. She addressed topics such as responsible management of the disasters and the ethics of emergency management.

The event was organised by Gavin Brown (Assistant Professor of Business & Society) and Chaired by Professor Caroline McMullan (Full Professor of Business and Society).



Corruption, Gender and Sustainable Development project

The researchers of the Corruption, Gender and Sustainable Development project (COGS) held the first stakeholders' meeting of the project in Ouagadougou, Burkina Faso on 15 June 2022. During the meeting, they presented the objectives, the design and implementation of the

project, the institutional organization as well as its expected outcomes, impacts and preliminary results. The meeting provided an opportunity to exchange views with thirty-one



participants from universities, the public sector, the private sector and civil society organization. The participants were very engaged during the discussions and made insightful observations, remarks and suggestions to improve the project in all its aspects. Following a suggestion made at the meeting by a participant from the police, COGS investigated the links between police corruption and crime. A working paper has been prepared and is currently under review at a leading development economics journal.

This, we feel, is an excellent illustration of the benefits of engaged research.

Image: Dr. Eugenie Maiga, COGS Co-PI speaking at 1st stakeholders event.

Vocational Rehabilitation Association



Dr Margaret Heffernan (Associate Professor of Human Resource Management) delivered a seminar to the Vocational Rehabilitation

Association in February 2022 drawing on her research findings from an EU funded project on Negotiating return to work in the age of demographic change through industrial relations (REWIR). This six-country study explored the complex process of workers returning to work after a long term illness. In reporting her findings a number of key topics were identified including: (1) how return to work is planned and achieved in various countries, (2) considering the actors involved and their roles, (3) legislation frameworks; how they can contribute to tackling return to work barriers; (4) specific measures and interventions they can propose and use at different levels (statutory provision, company level) for return to work facilitation; and (5) what can be done in the absence of a specific and policy framework for return to work. This seminar aligned with two of the UNs Sustainable Development Goals through its focus on maintaining and supporting long term employment of people suffering with chronic disease. These are:

- Goal 3: Ensure healthy lives and promote well-being for all at all ages
- Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Enactus

Our students are strongly encouraged to participate in Enactus events. Enactus aims to develop future talent by enabling third level students to create and implement social entrepreneurial projects which positively impact our local and global communities.



Students are trained, guided and supported by educators and business leaders. As well as using their innovative and creative energies to positively change the lives of others, students also develop the leadership, interpersonal and practical skills necessary for the workplace. An annual national competition between institutions in Ireland showcases the students' social entrepreneurial projects and adds a competitive element. Each year, a national champion goes on to represent Ireland at the prestigious Enactus World Cup.

Enactus DCU was crowned the winner of the Enactus Ireland social entrepreneurship national competition 2020, for the sixth time in nine years. The final event was streamed live to family and friends and a wider audience of academic and business stakeholders.

One of the winning team's projects Dyslex.ie sets out to improve the reading skills of the dyslexic community. The online software helps to reduce the number of errors while reading and helps to increase reading speed by making websites and online content more accessible to readers.

Another of the team's projects is Speakeasy working with primary and second level students to develop their public speaking skills.

The presenting team was Eoin Treacy, Suzanne Jackson, Emily Fulton (all in DCU Business School), Jack Parkes (SALIS) Kevin Cogan (Computing), with Alethea Williams (DCU Business School), ably led during the year by the Enactus DCU Chairs Thomas Bird (DCU Business School) and Ruth Lombard (Health & Society) and with Noel Hatton (DCU Business School) as video editor.

Enactus DCU is mentored by a panel of business and academic advisors, including Dr Emer Ní Bhrádaigh, Fiontar agus Scoil na Gaeilge; Dr Ciarán Dunne, SALIS; Dr Róisín Lyons and John Byrne, DCU Business School.

2020 Innovative Teaching Global Award

Brian Harney, Associate Professor at Dublin City University Business School, has been selected as the 2020 recipient of the Academy of Management, HR Division Innovative Teaching Award for a curriculum innovation submission 'Strategy-HRM Linkages: Enhancing Understanding through Practical Engagement with Small Firms'.

On an annual basis the HR Division of the Academy of Management makes a single competitive award to one of the Division's 3,500 members. The award recognizes leaders who have "demonstrated innovation in the classroom and leadership in disseminating their innovations in the teaching of HRM. Special attention is given to methods that are developed as a result of interactions with the business community and those methods and designs that are widely disseminated". Previous recipients of the award hold positions at



institutions including Harvard University, Rutgers, and the University of Calgary. Brian is the first European recipient of this accolade, which has only been awarded outside of North America twice.

DCU Business School and Princess Nourah Bint Abdulrahman University (PNU)

The DCU MSc in Business Administration is delivered at our partner university, Princess Noura bint Abdulrahmen University (PNU) in the Kingdom of Saudi Arabia (KSA). PNU is an all-female university providing Saudi women the opportunities to study and then progress in the business world. The programme provides a challenging, transformational educational experience for students. The programme addresses both theory and practice as it seeks to enhance students' disciplinary and organisational knowledge. Students are challenged to apply their skills to real life business problems and wider social issues, and our MScBA students have already made their mark in substantive ways in the Kingdom.

The programme includes industry engagement with CliftonStrengths for Students and Henry Ford Entrepreneurship Academy with whom we are the only partners in KSA.

MScBA Industry Guest Speakers included:

- Nujud Alqahtani, Sustainability Club, KSA
- Nourah AlHussein, Monshaat, KSA
- Michaela Bearden, Henry Ford Entrepreneurship Academy, USA
- Katie Gilstrap, Entrepreneur, VCU, USA
- Trey Goede, Waed Entrepreneurship Center, KSA

265 women have graduated from the MSc in Business Administration with many travelling to Dublin with their families for the conferring ceremonies. It is a wonderful experience to see our graduates celebrate their success and journey with DCU. With an active alumni chapter in Riyadh, ten alumni have joined the Emerging Leaders group established by DCU's Katie Keogh.



PRME Objectives 2022 to 2024

The PRME Key Performance Indicators (KPIs) for the next 24-month period September 2022 to August 2024 are set out below.

Principles	KPI	Delivery Date
Purpose	The RBC will develop, gain Management Board approval for, and launch the new Responsible Business Sub-Strategy for DCU Business School. This document will reflect the priorities of the DCU Strategy 2023 to 2028.	Sept 2023
Values	Business Ethics – 100% of DCU Business School students will be offered a module or micro credential in Business Ethics	March 2024
Values	For the first time, the Professional staff in DCU Business School will be offered a bespoke Professional Ethics Development Programme. Our target is to have an 80% completion rate within this reporting period.	August 2024
Method	We will highlight the importance of sustainable business for all DCU Business School students by ensuring they are exposed to relevant material across their programme of study. When assessed under the Sustainable Practice Learning Goal, 80% of students will be at or above the required standard. The RBC will oversee the assessment of this LG within modules or as a standalone online assessment.	August 2024
Research	We will conduct research in line with our mission to transform lives and societies. Using SciVal to track outputs relevant to the UNSDGs, we will increase outputs by 10% during this reporting period. This target is, therefore, set at 136 relevant publications.	August 2024
Partnership	The RBC will encourage & capture external stakeholder involvement in the delivery of guest lectures linked to Ethics, Responsibility, & Sustainability (ERS) and the UNSDGs. The target is to have 2 such partnerships for learning within each programme of study.	August 2024
Dialogue	DCU Business School staff will support the advancement of Responsible Business through dialogue with government, businesses, and students. To encourage activities under this principle, the RBC will establish and deliver the first ERS Staff/Stakeholder Collaboration Awards and ERS Student/Stakeholder Collaboration Awards.	August 2024

Appendix A – List of Publications related to SDG's (SCIVAL)

Type	Final List (2021-2022)
Journal Article	Ahmed F.U.; O'Gorman C.; Lyons R.; Clinton E., 2021, Exploring The Role Of National Gender Inequality In Female Family Business Succession IntentionS, 81st Annual Meeting of the Academy of Management 2021: Bringing the Manager Back in Management, AoM 2021, 10.5465/AMBPP.2021.103, (SDG (5,10)
Journal Article	Ahonen E.; Corbet S.; Goodell J.W.; Günay S.; Larkin C., 2022, Are carbon futures prices stable? New evidence during negative oil, Finance Research Letters, 10.1016/j.frl.2022.102723, (SDG (13)
Journal Article	Akkermans J.; Collings D.G.; da Motta Veiga S.P.; Post C.; Seibert S., 2021, Toward a broader understanding of career shocks: Exploring interdisciplinary connections with research on job search, human resource management, entrepreneurship, and diversity, Journal of Vocational Behavior, 10.1016/j.jvb.2021.103563, (SDG (8)
Journal Article	Akyildirim E.; Cepni O.; Corbet S.; Uddin G.S., 2021, Forecasting mid-price movement of Bitcoin futures using machine learning, Annals of Operations Research, 10.1007/s10479-021-04205-x, (SDG (10)
Journal Article	Akyildirim E.; Sensoy A.; Gulay G.; Corbet S.; Salari H.N., 2021, Big data analytics, order imbalance and the predictability of stock returns, Journal of Multinational Financial Management, 10.1016/j.mulfin.2021.100717, (SDG (8)
Journal Article	Alrubaihi D.; Alarifi G.; McAdam M., 2021, Innovation heterogeneity in family firms: Evidence from the date industry in Saudi Arabia, International Journal of Entrepreneurship and Innovation, 10.1177/1465750320930869, (SDG (9)
Journal Article	Anderson J.A.; Thompson R.G.A.; Amoakohene M.I.; Tawiah V., 2021, Face-attack in political discussions on radio in the context of Ghana's 2016 electioneering period, Language, Discourse and Society, (blank), (SDG (16)
Journal Article	Andresen M.; Lazarova M.; Apospori E.; Cotton R.; Bosak J.; Dickmann M.; Kaše R.; Smale A., 2022, Does international work experience pay off? The relationship between international work experience, employability and career success: A 30-country, multi-industry study, Human Resource Management Journal, 10.1111/1748-8583.12423, (SDG (8,16)
Journal Article	Ashok S.; Corbet S.; Dhingra D.; Goodell J.W.; Kumar S.; Yadav M.P., 2022, Are energy markets informationally smarter than equity markets? Evidence from the COVID-19 experience, Finance Research Letters, 10.1016/j.frl.2022.102728, (SDG (3)
Journal Article	Bagdadli S.; Gianecchini M.; Andresen M.; Cotton R.; Kaše R.; Lazarova M.; Smale A.; Bosak J.; Briscoe J.P.; Chudzikowski K.; Dello Russo S.; Reichel A., 2021, Human capital development practices and career success: The moderating role of country development and income inequality, Journal of Organizational Behavior, 10.1002/job.2506, (SDG (1,8,10)
Journal Article	Banerjee R.; Boly A.; Gillanders R., 2022, Anti-tax evasion, anti-corruption and public good provision: An experimental analysis of policy spillovers, Journal of Economic Behavior and Organization, 10.1016/j.jebo.2022.03.006, (SDG (16)
Journal Article	Banerjee R.; Boly A.; Gillanders R., 2022, Is corruption distasteful or just another cost of doing business?, Public Choice, 10.1007/s11127-021-00913-x, (SDG (16)

- Journal Article Barboza M.F.X.; Monteiro K.H.C.; Rodrigues I.R.; Santos G.L.; Monteiro W.M.; Figueira E.A.G.; Sampaio V.S.; Lynn T.; Endo P.T., 2022, Prediction of malaria using deep learning models: A case study on city clusters in the state of Amazonas, Brazil, from 2003 to 2018, *Revista da Sociedade Brasileira de Medicina Tropical*, 10.1590/0037-8682-0420-2021, (SDG (3))
- Journal Article Bertolaso M.; Rocchi M., 2022, Specifically human: Human work and care in the age of machines, *Business Ethics, Environment and Responsibility*, 10.1111/beer.12281, (SDG (8))
- Journal Article Binhadab N.; Breen M.; Gillanders R., 2021, Press freedom and corruption in business-state interactions, *Economic Systems*, 10.1016/j.ecosys.2021.100922, (SDG (16))
- Journal Article Bosson J.K.; Jurek P.; Vandello J.A.; Kosakowska-Berezecka N.; Olech M.; Besta T.; Bender M.; Hoorens V.; Becker M.; Timur Sevincer A.; Best D.L.; Safdar S.; Włodarczyk A.; Zawisza M.; Żadkowska M.; Abuhamedeh S.; Badu Agyemang C.; Akbaş G.; Albayrak-Aydemir N.; Ammirati S.; Anderson J.; Anjum G.; Ariyanto A.; Jamir Benzou R. Aruta J.; Ashraf M.; Bakaitytė A.; Bertolli C.; Bërxulli D.; Bi C.; Block K.; Boehnke M.; Bongiorno R.; Bosak J.; Casini A.; Chen Q.; Chi P.; Cubela Adoric V.; Daalmans S.; Dandy J.; Lemus S.D.; Dhakal S.; Dvorianchikov N.; Egami S.; Etchezahar E.; Sofia Esteves C.; Felix N.; Froehlich L.; Garcia-Sanchez E.; Gavreliuc A.; Gavreliuc D.; Gomez Á.; Guizzo F.; Graf S.; Greijdanus H.; Grigoryan A.; Grzymala-Moszczyńska J.; Guerch K.; Gustafsson Sendén M.; Hale M.-L.; Hämer H.; Hirai M.; Hoang Duc L.; Hřebíčková M.; Hutchings P.B.; Høj Jensen D.; Jasinskaja-Lahti I.; Karabati S.; Kelmendi K.; Kengyel G.; Khachatryan N.; Ghazzawi R.; Kinahan M.; Kirby T.A.; Kovács M.; Kozłowski D.; Krivoshchekov V.; Kulich C.; Kurosawa T.; Thi Lac An N.; Labarthe J.; Latu I.; Anne Lauri M.; Mankowski E.; Musbau Lawal A.; Li J.; Lindner J.; Lindqvist A.; Maitner A.T.; Makarova E.; Makashvili A.; Malayeri S.; Malik S.; Mancini T.; Manzi C.; Mari S.; Martiny S.E.; Mayer C.-H.; Mihić V.; Milošević Đorđević J.; Moreno-Bella E.; Moscatelli S.; Bryan Moynihan A.; Muller D.; Narhetali E.; Neto F.; Noels K.A.; Nyúl B.; O'Connor E.C.; Ochoa D.P.; Ohno S.; Olanrewaju Adebayo S.; Osborne R.; Giuseppina Pacilli M.; Palacio J.; Patnaik S.; Pavlopoulos V.; Pérez de León P.; Piterová I.; Barreiros Porto J.; Puzio A.; Pyrkosz-Pacyna J.; Rentería Pérez E.; Renström E.; Rousseaux T.; Ryan M.K.; Sainz M.; Salvati M.; Samekin A.; Schindler S.; Seydi M.; Shepherd D.; Sherbaji S.; Schmader T.; Simão C.; Sobhie R.; Souza L.D.; Sarter E.; Sulejmanović D.; Sullivan K.E.; Tatsumi M.; Tavitian-Elmadjian L.; Jain Thakur S.; Thi Mong Chi Q.; Torre B.; Torres A.; Torres C.V.; Türkoğlu B.; Ungaretti J.; Valshtein T.; Van Laar C.; van der Noll J.; Vasiutynskyi V.; Vauclair C.-M.; Venäläinen S.; Vohra N.; Walentynowicz M.; Ward C.; Yang Y.; Yzerbyt V.; Zanello V.; Ludmila Zapata-Calvente A.; Žukauskienė R., 2021, Psychometric Properties and Correlates of Precarious Manhood Beliefs in 62 Nations, *Journal of Cross-Cultural Psychology*, 10.1177/0022022121997997, (SDG (5,10))
- Journal Article Brady M., 2021, Covid-19 and the power of rules, *History and Philosophy of the Life Sciences*, 10.1007/s40656-021-00368-9, (SDG (3))
- Journal Article Breen M.; Gillanders R., 2022, Corruption and the Burden of Regulation: National, Regional, and Firm-Level Evidence, *Public Finance Review*, 10.1177/10911421221114203, (SDG (16))
- Journal Article Breen M.; Gillanders R., 2022, Money down the drain: Corruption and water service quality in Africa, *Governance*, 10.1111/gove.12753, (SDG (16))
- Journal Article Brown G.D.; Largey A.; McMullan C., 2021, The impact of gender on risk perception: Implications for EU member states' national risk assessment processes, *International Journal of Disaster Risk Reduction*, 10.1016/j.ijdrr.2021.102452, (SDG (5))
- Journal Article Brown G.D.; Largey A.; McMullan C.; O'Shea G.; Reilly N., 2022, Voices from the frontline: a review of EMS first responders' experience of COVID-19 in Ireland, *International Journal of Emergency Services*, 10.1108/IJES-11-2021-0074, (SDG (3))
- Journal Article Brush C.G.; Eddleston K.A.; Edelman L.F.; Manolova T.S.; McAdam M.; Rossi-Lamastra C., 2022, Catalyzing change: Innovation in women's entrepreneurship, *Strategic Entrepreneurship Journal*, 10.1002/sej.1435, (SDG (5,8))

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- Journal Article Coetsee J.; Skurak H.H.; Flood P.C., 2022, Implementing Corporate Social Responsibility Initiatives – A Change Approach, *Issues in Business Ethics*, 10.1007/978-94-024-2111-8_24, (SDG (12))
- Journal Article Collings D.G.; Nyberg A.J.; Wright P.M.; McMackin J., 2021, Leading through paradox in a COVID-19 world: Human resources comes of age, *Human Resource Management Journal*, 10.1111/1748-8583.12343, (SDG (3))
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- Journal Article Corbet S.; Hou Y.G.; Hu Y.; Larkin C.; Lucey B.; Oxley L., 2022, Cryptocurrency liquidity and volatility interrelationships during the COVID-19 pandemic, *Finance Research Letters*, 10.1016/j.frl.2021.102137, (SDG (3))
- Journal Article Corbet S.; Hou Y.G.; Hu Y.; Oxley L., 2021, Volatility spillovers during market supply shocks: The case of negative oil prices, *Resources Policy*, 10.1016/j.resourpol.2021.102357, (SDG (3))
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- Journal Article Corbet S.; Hou Y.G.; Hu Y.; Oxley L.; Xu D., 2021, Pandemic-related financial market volatility spillovers: Evidence from the Chinese COVID-19 epicentre, *International Review of Economics and Finance*, 10.1016/j.iref.2020.06.022, (SDG (3))
- Journal Article Corbet S.; Larkin C., 2022, The effects of German economic and political progress on the Sparkassen savings bank system, *Research in International Business and Finance*, 10.1016/j.ribaf.2022.101630, (SDG (8,10))
- Journal Article Corbet S.; Lucey B.; Yarovaya L., 2021, Bitcoin-energy markets interrelationships - New evidence, *Resources Policy*, 10.1016/j.resourpol.2020.101916, (SDG (9))
- Journal Article Curran D.; Mahmalat M., 2021, Policy divergence across crises of a similar nature: the role of ideas in shaping 19th century famine relief policies, *Review of International Political Economy*, 10.1080/09692290.2020.1727938, (SDG (2))
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- Journal Article Efthymiou, M. (2021). Environmental Awareness Training for Pilots. Aircrew Training Policy Group (ATPG) and Efthymiou, M.(2020) Environmental Awareness Training for Pilots Advisory Paper. (SDG 13)
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