

Principles for Responsible Management Education

Sharing Information on Progress
(SIP) Report

2019/20



Renewal of commitment to PRME

DCU Business School is firmly 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 strategic objectives and they are fundamental considerations in our strategic and operational activities.

The wider DCU Strategic Plan (2017-2022) 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 they have 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,



Professor Barbara Flood
Acting Executive Dean
DCU Business School

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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. Excellence in education and research has led to DCU's regular ranking in the top 1.5% of universities globally, and it is regarded as one of the world's leading young universities (established in the last 50 years) as evidenced by its regular inclusion in global rankings of such universities (e.g. THE Top 100 under 50).

DCU sets out its vision as the University of Enterprise. The new 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.'

This strategic goal '**Place 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 new 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. The University has established a university-level committee to drive and monitor the implementation of sustainability initiatives. The DCU Sustainability Council is a sub-committee of DCU Executive and is tasked with several responsibilities in relation to fulfilling the University's ambitions with regard to sustainability.

Some of the more recent achievements include:

- 14% reduction in water consumption by identifying and repairing leaks on all campuses (this saving is equivalent to the volume of 15 Olympic swimming pools).

- DCU has undertaken borehole excavation to explore the potential of geothermal heat solutions on the All Hallows campus. Following the drilling operation, a flow has been discovered which has the potential to generate up to 300kW of free renewable heat to parts of the All Hallows Campus.
- DCU has exceeded its nationally agreed targets in relation to waste generation and energy consumption in the Public Sector. In 2018, we had already achieved the 2020 target.
- First Irish university to go 'plastic-free'. DCU will phase out single-use plastics completely by the end of 2020.
- Sustainability DCU has established a new Sustainable Energy Community. The Sustainable Energy Community aims to help members of the DCU community to better understand the energy needs of their homes and the supports available to make those homes more energy efficient. It is hoped that this initiative will help the DCU community to start thinking about their energy use in a more informed way along with promoting energy efficiency and contributing towards Ireland's transition to a low carbon future.



In September 2020, Dublin City University was awarded the Athena SWAN Bronze Award, for the second time, in recognition of its commitment to advancing gender equality in higher education and creating cultural change within the University.

The DCU award recognises the systemic change within the University over the last five years including:

- An increase of 20% from 27% to 47% in female representation at Head of School level within the University
- The minimum of 40% of each gender achieved on all senior committees of the University
- The percentage of females at Professor level has grown by 16% to 52%
- The percentage of females at Full Professor level has grown by 13% to 33%
- The University has become a beacon of best practice for other HEIs
- The establishment of DCU's Centre of Excellence for Diversity and Inclusion

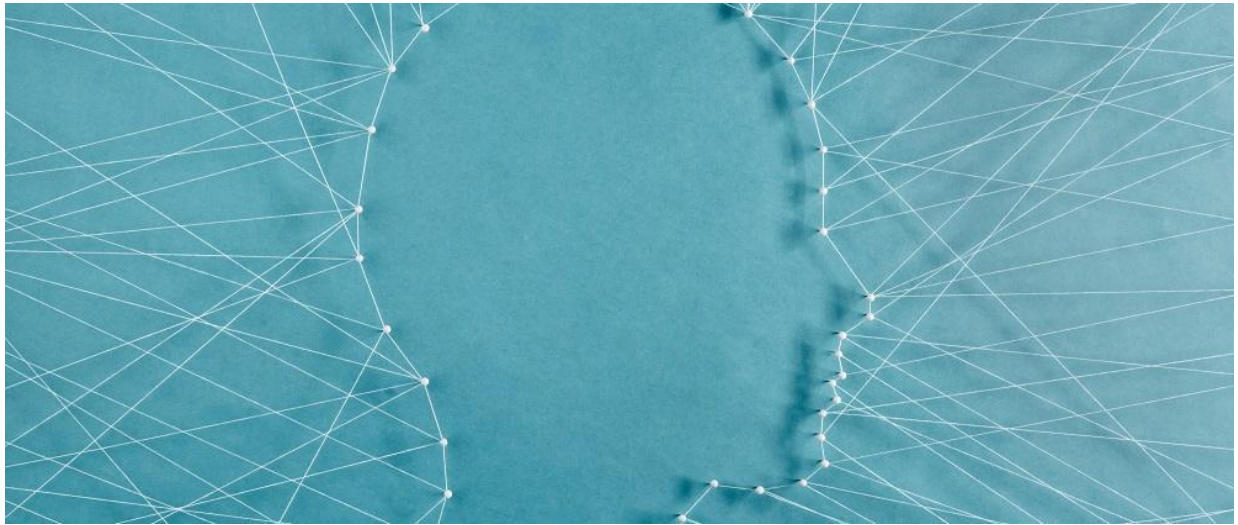
- Introduced increased supports for female staff through the Women in Leadership suite of initiatives
- The University reports annually its own gender statistics for academic leadership posts

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 the [2019 annual report](#), the key highlights were the noted 13% increase of females at Full Professorial level over the last 5 years, representing an increase in the ratio of females to males at this level of 1:4 to 1:2, and the 16% increase in females at Professor level for the same period. Furthermore, the percentage of females in Associate Professor and Assistant Professor posts at DCU is now over 40% for each grade. The University also hosted the largest number of events under the Mary McAleese Women in Leadership Lecture Series in 2019, welcoming five speakers and seven panellists to five events over the course of the year.

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 2018/2019, there were 1278 students on the DCU Access programme from 55 countries. From primary school level through to graduation, it offers programmes and supports that expand horizons and enable students to reach their full potential. DCU Access students often outperform their colleagues, both academically and in terms of graduate employment rates.



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.

DCU Autism Friendly Project: Key achievements in 2019/2020

- Enable Autistic Students to Transition to DCU
 - Autism Toolkit for Students transitioning to university: new webpage for students transitioning to university. <https://dcu.autism-uni.org/>. A toolkit of resources and student testimonials to support students academically and socially.
- Support and build capacity to equip students with Autism to meet the academic challenges of everyday university life
- Online Transition Programme into DCU: DCU and AslAm (Ireland's national Autism charity and advocacy organisation) are currently developing a series of online learning modules and materials to give to students with autism before starting university.
- Seek to establish an Autism-friendly operational environment
 - Sensory Pods: Three pods - used by 23 students across 3 campuses.
 - Magda Mosofat (one of the world's pre-eminent researchers in autism design) has recently been awarded a contract to collaborate with DCU Estates to develop guidelines for a 'neurodiverse' physical environment in universities.
- Develop understanding and relevant knowledge and skills within the University community DCU
 - Staff Training: Delivered autism awareness training and raised the project profile. One hundred and eighty-five staff attended between April 2018 and April 2019.
 - All Student Support & Development publications have been proofed and amended to ensure that they are autism-friendly.
- Establish channels so that students with autism can have a voice in various aspects of university life
 - DCU Neurodivergent Society Founded: First of its kind in Europe and voted DCU Society of the Year 2019/20.
 - The Society was featured on RTE 'Changing Ireland: My Big Idea' in May and September 2020 and this provided a wonderful opportunity to highlight the project.
<https://presspack.rte.ie/2020/04/06/changing-ireland/?genre=56>
 - Nominated for BIC Awards. https://youtu.be/sWNL_NYAm2Q

Shaping the Future – The Campaign for DCU

[Shaping the Future – The Campaign for DCU](#) was launched in October 2015 with the aim of raising €100 million to support a range of inspiring DCU projects to address the major challenges that face society today.

In 2019, we marked an important milestone when the total funds raised through the Campaign reached over €75 million. This impressive figure attests to the enthusiasm of DCU's partners to provide funding for innovative and enterprising projects to transform the lives of DCU students, to translate knowledge into positive impact and to engage with communities in new and creative ways.

From improving equality of access to higher education through support for DCU's Access Programme to enabling cutting-edge research on topics such as early childhood education and data analytics, DCU's supporters have made an enormous contribution to society in Ireland and around the world.

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.



Photos: <https://www.dcu.ie/sanctuary/gallery.shtml>

In 2019, the [event](#) also marked two years of achievements. For the academic year 2020/2021, DCU is offering 5 Campus-based undergraduate scholarships (one place for the Business School), 20 Online DCU Connected scholarships and 10 DCU FutureLearn scholarships.

Other DCU University of Sanctuary projects have included;

- [House of Akina](#): Born out of response to the migrant crisis in 2013 and winner of the All Ireland universities social enterprise competition (Enactus). Joshua Doyle and Lye Ogunsanya founded the #Houseofakina while studying at Dublin City University. #Houseofakina Social Enterprise creates Handmade + Limited Edition accessories.
- [Theatre-Making at the Gate Theatre](#): Fighting Words partnered with the Gate Theatre and DCU University of Sanctuary to run a series of theatre-making workshops for refugees and asylum seekers. Fighting Words helps students of all ages to develop their writing skills and to explore their love of writing.

<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.

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 are each leader 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>

The DCU Leadership and Talent Institute (LTI)

Ireland's first leadership and talent centre of excellence and learning brings together leading international researchers in HRM, Organizational Behaviour and Psychology and Strategy to produce fresh perspectives on the management of workplaces of the future. <https://www.dcu.ie/leadership-talent/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/index.shtml>

Some DCU Business School Facts and Figures:

- Our School has featured in the FT European Business Schools rankings in recent years and in 2017 was named Top European Business School for Gender Equality amongst faculty members.
- Seven of the School's specialist masters programmes featured in the latest Eduniversal Best Masters ranking.
- The School is ranked in the Top 250 for 'Business and Management' and the Top 300 for 'Accounting and Finance' in the 2020 QS World University Subject Rankings
- Our MSc in Management was ranked in the FT Masters in Management 2020 ranking - top 90
- Three MSc programmes were ranked in the 2021 QS World University Masters Rankings: (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 3,300 and comprises 66 nationalities.
- We offer six undergraduate programmes, 15 postgraduate programmes and have a vibrant community of PhD students. We deliver two undergraduate programmes and one postgraduate programme at Princess Nora Bint Abdulrahman University (PNU), the all-female university in Riyadh, Saudi Arabia (DCU@PNU).
- 75% of 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 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 multiyear 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 has been accredited by the Association of MBAs since 2004, 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 2017, DCU Business School was 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 eco-system. DCU is the first university in Ireland to receive this prestigious accreditation.

Professional Accreditations



**CHARTERED
ACCOUNTANTS
IRELAND**

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.



Chartered Institute of
Management Accountants

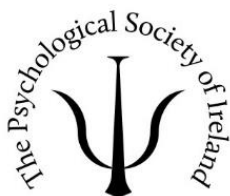
CIMA is the worlds largest and leading professional body of management accountants. It has over 203,000 members and students in 173 countries.



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.



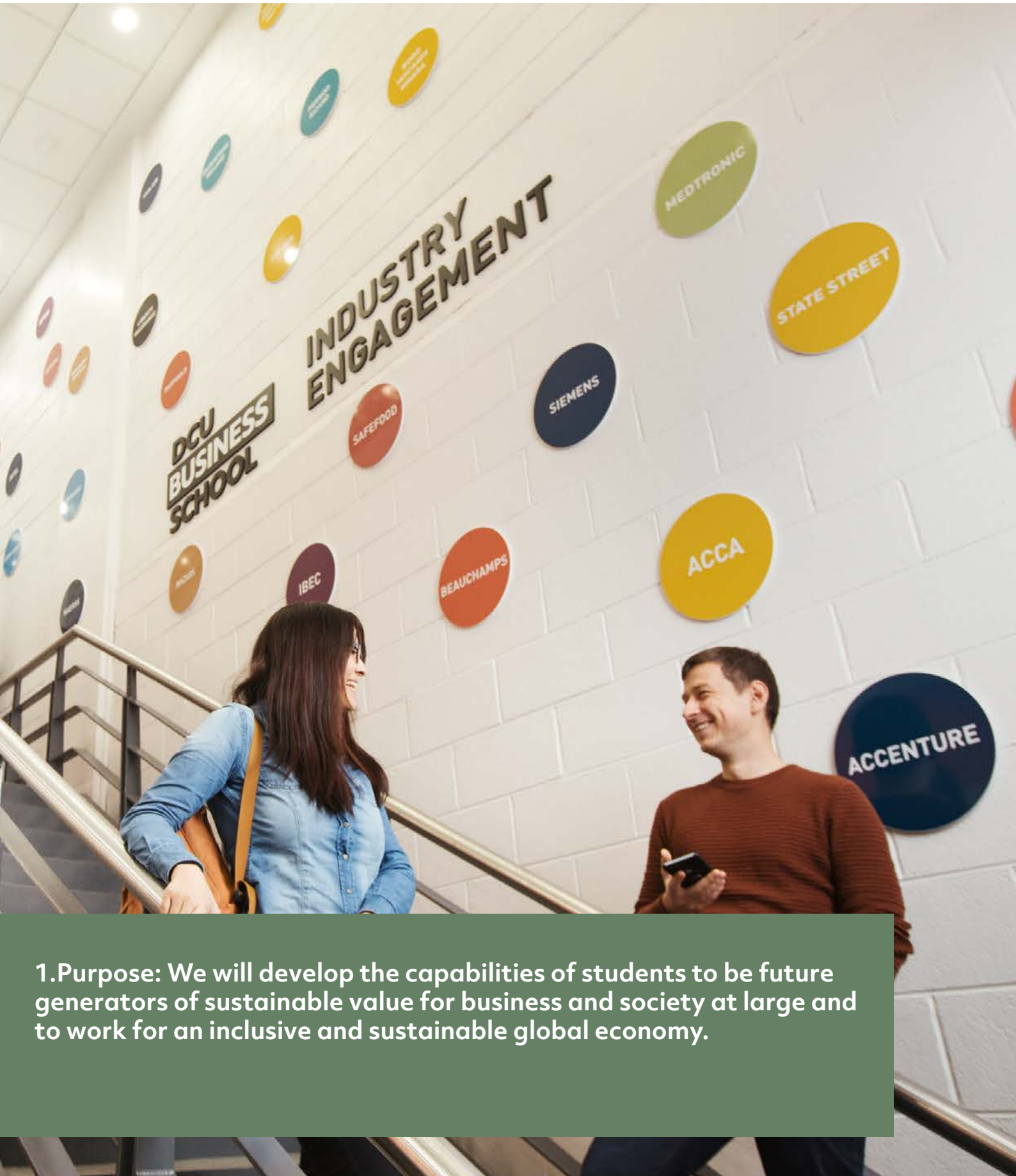
The Irish Tax Institute (ITI) is the leading professional body for taxation affairs in Ireland. It has over 6,000 membership across AITI, Chartered Tax Advisers (CTA), accountants, barristers, solicitors and other business professionals.



The Psychological Society of Ireland (PSI) is the learned and professional body for psychology and psychologists in the Republic of Ireland. Since its birth in 1970 the Society has grown from a mere 17 members and now represents circa 3,000 members.

OVERVIEW OF MAJOR ACHIEVEMENTS IN RELATION TO IMPLEMENTATION OF THE SIX PRINCIPLES

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



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

Purpose

The Dublin City University' campaign toward a sustainable campus' continues to drive progress on sustainability with major achievements including:

- Achievement of a 43% increase in energy efficiency under the SEAI Monitoring and Reporting Scheme for public bodies, significantly exceeding our 2020 33% target.
- Completion of the DCU Sustainability Plan with agreed baselines, KPIs, targets and actions.
- In July 2019, DCU was shortlisted for the Sustainable Energy Authority of Ireland (SEAI) Energy Awards in the 'Public Sector - Leadership' category.
- In April 2019, DCU was ranked among the top 100 universities in the world for its exemplary positive impact on the social and economic fabric of society, based on the United Nations' Sustainable Development Goals (SDGs).
- DCU has been selected to participate in a European Consortium of Innovation Universities (ECIU) initiative tackling SDG 11, Making Cities Sustainable.
- In December 2018, DCU was ranked as 12th in the world for sustainability in the 2018/19 UI Green Metric World University Rankings.

UN's Sustainable Development Solutions Network

Dr Rob Gillanders (Associate Professor of Economics) and Dr Roisin Lyons (Assistant Professor of Entrepreneurship) in 2019 made a successful application to the UN's Sustainable Development Solutions Network and we are happy to announce that DCU is now a member. This network has a number of benefits and is devoted to leveraging academic talent and expertise in furtherance of the sustainable development agenda and goals.

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 continues to enhance the national capacity for emergency management and celebrated a decade of graduates in 2019. Graduates from this programme are now leading 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.

DCU Centre of Excellence for Diversity and Inclusion

DCU believes that a diverse community is among a university's greatest strengths, and that an inclusive Campus enhances the living, learning, and working environment for faculty, staff and students.

DCU's Centre of Excellence for Diversity and Inclusion is a central hub for research, advice and information on diversity and inclusion. It creates a bridge between DCU's talent, industry bodies and groups, helping organisations build cultures of inclusion by providing access to the very latest in academic research, insights and tools on diversity and inclusion. It supports organisations in all aspects of their diversity and inclusion journeys.

The DCU Centre of Excellence is accessible and affordable, building on the principles of integrity, research excellence and shared learning. The Centre provides expert research, consultancy, advice and support on key topics related to diversity and inclusion in the workplace. It takes a long-term view on diversity and inclusion trends, informed by engagement with industry stakeholders and partners, while facilitating improved knowledge management and communication of intelligence on diversity and inclusion core issues, policy and practice, from an Irish context.

A core element of the Centre is a membership community of academic experts and informed practitioners, and through forums and networks will research and produce best practices in workplace diversity and inclusion.

<https://dcucentreofexcellence.ie/>

The Year of Inclusion in Aviation 2020

Ireland is globally recognised as a leading hub for aviation. The industry contributes a significant €4.1bn to the country's Gross Domestic Product (GDP) and

supports 42,000 direct jobs. This strong and vital sector includes industry leaders in each of the core aviation segments. As the industry continues to grow, a key challenge is in building and developing a more inclusive and diverse workforce. This is vital for leveraging diversity of thought and building a sustainable pipeline of talent into the future.

In response to this challenge, industry, supported by government, and in partnership with the DCU Centre of Excellence for Diversity and Inclusion, has committed to delivering the 'Year of Inclusion in Aviation 2020'. The aim is to build awareness and collaboration in the industry in 2020 and beyond.

The Advisory Committee has set four goals to establish a firm foundation for continued activity.

Goals		Workstreams
1	Scope the current state and use data to provide a benchmark and to identify focus areas	Research
2	Provide thought leadership through events and engagement on how to build inclusion	Engagement
3	Leverage existing knowledge in the DCU Centre of Excellence to accelerate progress	Consulting
4	Build knowledge and action plans with targeted and specific outcomes	Learning

Outputs during the Year of Inclusion will be driven across each of these four goals, underpinned by a public commitment in the form of an Inclusion Pledge, which commits signatories to demonstrate inclusion in their organisations through specific actions. This may develop over time into a Voluntary code for industry, linked to Balance for Better Business goals. Membership of the DCU Research and Advisory Team includes Dr Cathal Guiomard, Assistant Professor Aviation Management, DCU Business School; Dr Marina Efthymiou, Assistant Professor in Aviation Management, DCU Business School; Andrew MacIntrye, Adjunct Professor for Aviation Management, DCU Business School.



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

Values

DCU Business School is an active signatory of the UN Global Compact since 2013. There are currently 24 participants in Ireland who hold six-monthly UN Global Compact Roundtable cluster meetings to discuss issues on responsible business, UNGC initiatives, the future work of UNGC in Ireland.



In our last SIP report, we were pleased to announce the recruitment of our first Assistant Professor of Corporate Governance and Ethics, Dr Marta Rocchi. Dr Rocchi has since won 1st prize in Observatoire de la Finance 'Ethics and Trust in Finance', 2019 and has become module coordinator of one of our exciting new modules 'Business 101' where students consider the relevance of business ethics and the role of business in a multicultural society, among other UNSDG topics (see section 3 Method).

In the 2018 SIP report, we also announced the appointment of our first Full Professor of Business & Society, Professor Caroline McMullan within the Business School. Since Professor Caroline McMullan appointment as Chair in Business and Society, she has begun to develop a teaching, research and engagement strategy focused on UNSDG 11: Building Resilient and Sustainable Organisations & Communities.

In 2019, we once again expanded the Business & Society team at DCU Business School and recruited our first Assistant Professor of Business & Society. Gavin Brown is engaged in research related to protection motivation and risk perception with an emphasis on enhancing societal and organisational resilience.

The values of Business & Society feature strongly across the programmes at DCU Business School. All students in DCU Business School are assessed in order to ensure they meet our Business and Society Learning Goal. Learning goals are an expression of the key learning outcomes for each programme. They mirror graduate attributes and differ according to the categories of programme: undergraduate, general masters, and specialist masters. Each learning goal is assessed according to three categories: Above Standard; At Standard; and Below standard. All other goals are measured by individual lecturers who have agreed to track a learning goal relevant to assessment components within their modules. This

means all undergraduate and generalist master students must demonstrate achievement of being "*solutions oriented, adept at critically analysing business, societal and/or ethical issues and implementing appropriate solutions*". Similarly, our specialist master students "*will be solutions oriented, expert in the application of the tools, techniques and research required to address discipline specific problems and ethical dilemmas*". Secondly, these "*Graduates will have an understanding of the professional's role in society and their obligations to their chosen profession*".

We are proud to report that, in this assessment, the following results were achieved in 2019:

Learning Goal Description	Programme	Below Standard	At Standard	Above Standard
"solutions oriented, adept at critically analysing business, societal and/or ethical issues and implementing appropriate solutions"	Undergraduate	1.46%	37.12%	61.43%
	Generalist Masters	3.28%	9.02%	87.70%
"will be solutions oriented, expert in the application of the tools, techniques and research required to address discipline specific problems and ethical dilemmas"	Specialist Masters	2.97%	29.00%	68.04%
Graduates will have an understanding of the professional's role in society and their obligations to their chosen profession	Specialist Masters	3.91%	24.48%	71.61%

Curriculum Review Project

DCU Business School recently embarked on a significant review of its curriculum for all Postgraduate and Undergraduate Programmes. As part of the review, a Business and Society discipline group, chaired by Prof Caroline McMullan, has formed and is focused on enhancing teaching related to UNSDG 11: Building Resilient and Sustainable Organisations & Communities.

As a baseline for the Curriculum Review, Prof Caroline McMullan is working with Dr Charlotte Holland and Dr Ben Mallon from the Institute of Education to map all content related to the UNSDGs for all modules on the Undergraduate Programmes across the University. This will provide an evidence-based approach to closing any gaps in the curriculum and an opportunity to amplify the SDG related material already embedded in our programmes.

Further, since our last SIP, a new LIFE module has been launched (see next section), and work is underway on devising two key modules, one focused on Business & Society and one on Resilience. Business & Society will cover themes such as Citizenship & Personal Responsibility, Diversity & Inclusion, Corporate Social Responsibility and Sustainability & Social Innovation. Resilience will include material on Risk Management, Crisis & Business Continuity Management, and Corruption.





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

Method



Selected Modules

The remaining section will highlight some of our core modules that specifically focus on Business and Society (Ethics, Responsibility, and Sustainability) and the UNSDGs.

Undergraduate Modules

The **Learning Innovation for Enterprise (LIFE) 7.5-credit module** at DCU involves all first year Business students participating in a series of courses that enable them to appreciate business in all its forms, including startups, small to medium enterprises (SMEs), family-run businesses, social enterprises, global brands and multinationals.

Dr Roisin Lyons (Assistant Professor of Entrepreneurship), module coordinator for LIFE, notes that the LIFE module team wanted to provide students with experiential learning in different settings: but in each setting innovation and enterprise were at the heart of the learning experience. The first setting required students to participate in Start-up Week in Dublin where they were asked to

attend talks, seminars, workshops and events where they could learn about the entrepreneurial process. The second element brought students into contact with the world of the Intrapreneur. They met with the Head of the Innovation Lab at Citibank and worked on a live innovation project. Family enterprise was the focus of the third element. Here, the students were introduced to the underlying dynamics and practices that underpin successful multi-generational family enterprises, with an eye toward growth and continuity. The fourth section focused on social enterprise. We created a five-day social innovation hackathon series (DCU Hack4Change) whereby students attended talks and received coaching from some of Ireland's top thought leaders across a range of social issues. The module's success was recognised in 2020 with an ['Innovation that Inspires'](#) award for its innovative approach to business education by international accreditation body AACSB.

[Business 101](#) is another of our new modules, it was co-developed and co-delivered in 2019/2020 by Dr Marta Rocchi (Assistant Professor of Governance & Business Ethics) and Dr Julie Bertz (Assistant Professor of Accounting). This is an immersive, introductory module in business for first-year undergraduate students. The aim is to introduce students to relevant key concepts and to demonstrate how particular business phenomena can be analysed from different perspectives by different disciplines. It also provides the social and historical context for business activity, with particular reference to the most recent technological innovations that are reshaping business and the future of work. The module includes the impact of technological changes on business and on the future of work, along with at an introductory level, the relevance of business ethics and the role of business in a multicultural society. By using formative and innovative assessment techniques, the module seeks to move students on from a learning by rote, memory-based approach to learning, towards higher-order thinking.

Our current undergraduate students are also given the opportunity to complete the 5-credit module **'Business and Society' (MG334)**. Over the last eight years this module has grown in popularity year on year, with 165 registered students in 2019/2020. The primary lecturer in 2019, Dr Deirdre Crowe, used some novel approaches involving students making twitter posts relating to Corporate Social Responsibility and students selecting and posting corporate video clips that promote the Sustainable Development Goals. Students also presented a big idea for encouraging sustainability, at DCU, using a multi-media approach. At the core of the module is emphasising the need for sustainability and corporate

responsibility in business and the course investigates best practices and how and why it should be encouraged.

Some other examples include:

Business & Professional Ethics (AC402), coordinated by Dr Brid Murphy (Assistant Professor in Accounting) develops skills such as an awareness of the ethical issues arising in international business. Students discuss and debate the underlying role and responsibility of a business in society while also looking at case studies on various ethical issues. They examine the increased responsibility of businesses to various stakeholders, the rising role of ethical consumerism and its impact on business practices, as well the importance of professional ethics.

International Trade & Business (EF310), delivered by Dr. Kate Hynes (Assistant Professor Economics), students develop an understanding of the principles and practices which govern international trade and multi-national enterprise, including an analysis of world trade flows between developed countries and developing countries.

Topics in Applied Economics (EF331), coordinated by Dr Robert Gillanders (Associate Professor of Economics), provides students the opportunity to examine issues of global importance from an economist's perspective. Topics such as corruption, inequality, poverty, and gender issues will be covered alongside more traditional "globalisation" topics such as growth and development, FDI, and Foreign Aid. Among other modules, Dr Robert Gillanders also delivers a module entitled '**Public Choice**' (EF325) which covers anti-corruption policy, the dangers of dictatorship and the value of democracy.

Other modules that feature values of global social responsibility include **Corporate Governance (AC405)** and **New Enterprise Development Project (EF317)** which consider sustainable, ethical development and corporate/social responsibility; while '**Public Finance**' (EF213) covers extensively the trade-off between economic efficiency and fairness.

Postgraduate Modules

Presently, **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 (MT5113) is taken by most of our full-time master students and is divided into four themes Personal & Career Development, Global & Societal Awareness, Research, Digital Media & Communication, and Business & Society. The Business & Society theme itself is sub-divided to align with UN SDGs topics including gender equality, reduced inequalities, sustainable cities and communities, responsible consumption and production, climate action and much more.

This theme of NGM is led by Gavin Brown (Assistant Professor of Business & Society) at DCU Business School, and Dr Roisin Lyons (Assistant Professor of Entrepreneurship) at PNU. They work together to provide students with an opportunity to explore how the adaptation to societal challenges can create opportunities that drive social and environmental sustainability, enhance resilience, and promote business and societal success.

The students are first introduced to the core concepts of Business and Society linked to UNSDGs and are encouraged to study topics within the theme by themselves and in groups. They then come together to discuss the content. This student-centred approach allows students to move from theory to practice by applying the knowledge within their discipline of study. A vital feature of the NGM module is that students can choose their learning activities using the UNSDGs as their lens, for example, in the autumn of 2020 facilitated by Roisin and Gavin, students will leave the classroom and apply their new knowledge to a real-life case study using the AIM2FLOURISH platform. As part of the assignment, students will be given the opportunity to conduct an interview with a business leader, develop an applied case study about a positive and profitable business innovation, and compete among their peers in order to publish their case study on AIM2Flourish. As



part of the broader module students also must write reflections on their experiences, learnings and their conclusions.

Some other practical projects carried out by students under the NGM Business and Society theme include:

- Providing Technology and Digital workshops to senior citizens in through The Age Friendly University Initiative in DCU and is facilitated by Gerry Conyngham.
- School Enterprise Challenge where DCU Business School master's students mentor young entrepreneurs across the world. Facilitated by Dr Roisin Lyons, this year their participation allowed for an additional 500 schools to be included in the competition. These included high schools from Jamaica, India, Rwanda, Nigeria, New Zealand, South Africa and Singapore.

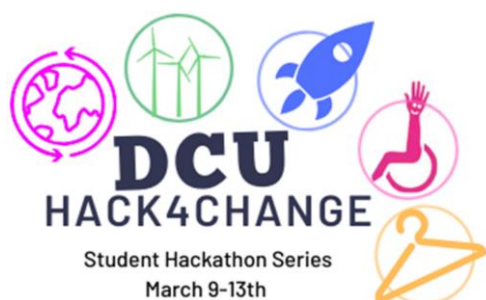
The DCU Business School also delivers two modules on the MA in Ethics (Corporate Responsibility), an interdisciplinary post-experience programme offering by the DCU School of Theology, Philosophy, and Music and the DCU Business School in conjunction with the Association of Compliance Officers in Ireland. The Business School modules are: **Finance and Corporate Governance (AC582)** and **Implementing an Effective Ethics Culture (AC583)**. The AC582 module is delivered by Dr Brid Murphy and provides participants with concepts, knowledge, skills, frameworks and practical tools to be able to address responsibly and effectively ethical and governance challenges in organisations. The AC583 module is delivered by adjunct Professor Pat Barker and 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.

Selected Activities

At DCU Business School students' active participation in enriched events and extra-curricular opportunities is highly encouraged as these activities not only promote academic studies but offer enhanced social life and future careers.

DCU Hack4Change Social Innovation Series

DCU Hack4Change Social Innovation Series was a five day-long hackathon hosted for more than 600 students and coordinated by Dr Roisin Lyons. Each day had a designated theme (Mental Health & Wellbeing, Fast Fashion, Smarter Travel and



Climate Action & Sustainability) with students self-selecting the theme that interested them most, resulting in a fresh crop of 110+ students focusing on a different theme each day.

Students were tasked, in teams of 5 or 6 members, with developing viable ideas that could address a specific aspect of the larger

problem. Academic and practising specialists were brought in to provide the students with expert insight into each respective theme; over the course of each day, these participants delivered keynote and 'lightning' talks, provided small-group mentoring to help the student teams develop and refine their ideas, and offered feedback at presentation sessions held at the end of each day. In between each round of engagement with the academic and industry specialists, the student teams worked on research and ideation, assisted by a set of informative prompts provided to them in the form of specific problem statements at the beginning of the day. An overview video can be found at: <https://youtu.be/sfl76dKSqlw>

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.



As part of Enactus 2019/2020, DCU students and staff invested over 16,000 hours, measured 899 direct impacts and generated €9375 in revenue across 5 projects. Moreover, this year we are again pleased to highlight that Enactus DCU was crowned the winner of the Enactus Ireland social entrepreneurship national competition on Thursday, May 28th, for the sixth time in nine years. 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. Dyslex.ie has also generated total revenue of €5700 this year with funding from Citi Bank, Enterprise Ireland and the Social Innovation Fund and has secured a partnership with Microsoft to continue to innovate its software. Dyslex.ie has an ambitious future with its official launch on IOS and Android Phones which will make Dyslex.ie available for use on any platform, at any time.

Another project was SpeakEasy which is working with students to develop their public speaking skills. They developed workshops and events to target primary and secondary schools and third-level institutions. Their new curriculum gamifies intimidating areas of public speaking; body language, vocalisation, storytelling and empathy whilst teaching mindfulness and breathing skills to cope with nerves. Results: Impacted 528 students; generated a total revenue of €2114; created relationships with educational institutions to continue to work with them in the future.

During Covid-19, SpeakEasy's impact didn't stop. SpeakEasy worked alongside Headstarts, an early Enactus DCU project, to create the social media initiative Upside, which has achieved over 65,000 media impressions by producing 2-minute learning moments for Ireland's most vulnerable learners who have been left with no social interaction or routine due to the pandemic.

SpeakEasy and Dyslex.ie will be collaborating to develop technology to tackle dysphonia dyslexia, a form of dyslexia that prevents people from speaking or creating sentences due to a physical disorder caused by stress.

This year's 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 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, DCUBS. The Dyslex.ie team was advised by Dr Ellen Reynor of the School of Inclusive and Special Education.

Enactus DCU will go forward to represent Ireland at the Enactus World Cup this coming September, competing against students in 36 other countries worldwide.

Extracurricular reading group in political economy

Dr Rob Gillanders runs an extracurricular reading group in political economy for our advanced undergraduates that further explores issues of governance and equality. This exercise in formative assessment, or assessment as learning, has proven very successful in terms of helping our students develop and apply their core skills and think about the role of economics and economists in society. Informative assessment, or assessment as learning, has proven very successful in terms of helping our students develop and apply their core skills and think about the role of economics and economists in society.

Staff Centred Courses

At university level, DCU's HR Learning and Development team help maximise learning and growth by providing a range of courses, events and solutions at the individual, team and organisational levels. In the last year these staff centred courses have included:

- Autism Awareness Training;
- Building Your Resilience;
- Caring for an Older Relative;

- Communicating with Impact and Influence;
- Communicating Your Research;
- Freedom of Information (FOI) Act (A Guide to);
- Research Integrity;
- Staying Well in Academia;
- Voice Coaching: How to project and protect your voice;
- Aurora Leadership Development Programme (leadership development programme for women).



Dr Terry O'Brien and Prof Brian Harney



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

Research

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).



To begin tracking this impact, for the first time in our SIP reporting history, we used Scopus (SciVal) search queries for each UN SDG, and we provide an overview of the data on these contributions and impact in the SDG fields.

In summary, between 2018 and mid-2020 DCU Business School academic faculty published 62 publications (Appendix A) that SciVal identified as being related to UN SDG fields, 48 of these were PRJ articles.

Research outputs were particularly strong within:

- **SDG:3** (Good Health and Well-being) had a combined citation count of 46 which amounted to a field-weighted citation impact of 2.73, and a field-weighted view impact 3.58.
- **SDG:8** (Decent Work and Economic Growth) had a combined citation count of 82 which amounted to a field-weighted citation impact of 4.61, and a field-weighted view impact 3.01.
- **SDG:10** (Reducing Inequality) had a combined citation count of 10 which amounted to a field-weighted citation impact of 0.39, and a field-weighted view impact 1.28.
- **SDG:16** (Peace, Justice, and Strong Institutions) had a combined citation count of 31 which amounted to a field-weighted citation impact of 1.48, and a field-weighted view impact 1.84.

UN SDG (reporting via SciVal)	Number of Publications	Average Citations
1. No Poverty	1	1
2. Zero Hunger	-	-
3. Good Health and Well-being	10	6.6
4. Quality Education	1	1
5. Gender Equality	6	4
6. Clean Water and Sanitation	-	-
7. Affordable and Clean Energy	5	4
8. Decent Work and Economic Growth	16	9.3
9. Industry, Innovation, and Infrastructure	5	3
10. Reducing Inequality	13	2.5
11. Sustainable Cities and Communities	1	-
12. Responsible Consumption and Production	2	3
13. Climate Action	3	3
14. Life Below Water	-	-
15. Life on Land	-	-
16. Peace, Justice, and Strong Institutions	16	4.6
Total	79*	5.3

Note: *Unique publications total 62.



To enhance the understandings of this research impact, using altmetrics via Scopus, we examined the top 10% of published papers from DCU Business School (between 2018 and mid-2020). Five of which were identified as SDG related publications and had a combined score of 300 (Altmetric Attention Score is the high-level measure of the quality and quantity of online attention that it has received).

- Campbell, N., Sinclair, G. and Browne, S., 2019. Preparing for a world without markets: legitimising strategies of preppers. *Journal of Marketing Management*, 35(9-10), pp.798-817.
- Walsh, G., Hayes, B., Freeney, Y. and McArdle, S., 2019. Doctor, how can we help you? Qualitative interview study to identify key interventions to target burnout in hospital doctors. *BMJ open*, 9(9), p.e030209.

- Bosak, J., Kulich, C., Rudman, L. and Kinahan, M., 2018. Be an advocate for others, unless you are a man: Backlash against gender-atypical male job candidates. *Psychology of Men & Masculinity*, 19(1), p.156.
- Ging, D., Lynn, T. and Rosati, P., 2020. Neologising misogyny: Urban Dictionary's folksonomies of sexual abuse. *New Media & Society*, 22(5), pp.838-856.
- Eighan, J., Walsh, B., Smith, S., Wren, M.A., Barron, S. and Morgenroth, E., 2019. A profile of physiotherapy supply in Ireland. *Irish Journal of Medical Science (1971-)*, 188(1), pp.19-27.

The remainder of this section provides a snapshot of some of the research carried out by our academic faculty that was not included within our Scopus analysis.



Women in Leadership Initiative Research - SDG 5 & 8

Having successfully won research funding via Women in Leadership, the following three projects presented their findings to the Women in Leadership Action Group in 2019.

- **Academic Career Tracks: Enhancing Return to Work Experiences Following Leave**

Dr Yseult Freeney, Dr Lisa van der Werff, and Dr Sinead Smyth

The study explored issues around women's experience of socialization into work after a period of leave. The researchers found that organisations that view maternity leave as a brief interlude in a woman's career are the most successful in retaining high potential female employees post-maternity leave. Where maternity leave was viewed as a major disruption issues such as career derailment, unconscious biases amongst colleagues and a deterioration of professional relationships were identified

— **Ensuring a Level Playing Field in Recruitment and Selection - Practices at**

DCU: The Role of Unconscious Bias Training

Dr Melrona Kirrane and Kirsten Bayly-Parker, MSc

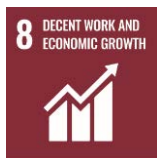
This study reviewed the delivery of unconscious bias training in DCU and nine further organisations. Unconscious bias training appears to deliver largely positive effects in raising awareness and encouraging deliberation in decision-making. The research concluded that DCU meets the current HEA guidelines for unconscious bias training. It recommends that all institutions should attempt to measure the impact of unconscious bias training on an on-going rather than a once-off basis.

— **Academics Well Being and Career Related Experiences**

Dr Janine Bosak, Dr Melrona Kirrane, and Dr Yseult Freeney

This study investigated the linkages between job demands, work-e interface issues, and wellbeing and career aspirations of both female and male academics. It found that emotional exhaustion was negatively related to both occupational self-efficacy and to perceptions of career success among DCU faculty. Its recommendations included the establishment of university-level consistent equitable and transparent workload models, as well as the introduction of a DCU Out-of-Hours Communication Policy.

More information can be found at: <https://media.dcu.ie/media/WILreport/> & <https://www.dcu.ie/news/news/2020/Jun/DCU-Women-Leadership-annual-report-reflects-steady-progress-achieving-gender>



Research on Economic Impact of Brexit – SDG 8

Professor Edgar Morgenroth produced a study on the potential effects of the imposition of WTO tariffs in a hard Brexit scenario on the UK and all other EU Member States. The article was published in a journal at the start of 2019 and has already attracted 40 citations, and also has received considerable attention among policy makers in Ireland and abroad.

Lawless, M. and Morgenroth, E.L., 2019. The product and sector level impact of a hard Brexit across the EU. *Contemporary social science*, 14(2), pp.189-207.

(<https://doi.org/10.1080/21582041.2018.1558276>)



Who speaks for whom at work: worker voice and social dialogue – SDG 8, 9 & 10

Dr Eugene Hickland (Assistant Professor of HRM) joined a team of international researchers to capture new insights concerning corporate behaviours and how employer groups function as dominant actors with ‘power over’ others in the labour market.

The research was undertaken with policymakers, consultancies, employers, employer associations, trade unions, HR managers, workers, and shop steward and non-union employee representatives. First, it impacted employee voice mechanisms at workplace levels. Second, it has impacted employee information and consultation policy, including European Directive transposition issues at national and organisational levels. Third, it has impacted labour market reforms for enhanced collective bargaining and work futures. Finally, it has impacted policies on accessing apprenticeship skills and learning in Ireland.

(<https://www.ul.ie/research/sites/research/files/Case%2019%20-%20Worker%20voice%20and%20social%20dialogue.pdf>)



Town & Gown Working Together to Delivery the National Risk Assessment (2020) – SDG 11

A team of researchers from DCU Business School are working with the Office of Emergency Planning to design and deliver the National Risk Assessment (2020). Professor Caroline McMullan, Gavin Brown, and Eileen Tully, an adjunct lecturer on the MSc in Emergency Management, will ensure the methodology deployed is in line with international good practice and matches the national risk context. The

previous version (2017), also produced with the same partners, may be viewed at this link: <https://www.emergencyplanning.ie/en/news/national-risk-assessment-ireland-2017>



Research on environmental policy in aviation – SDG 15

In addition to two Scopus Q1 ranked papers on environmental policy in aviation, Dr. Marina Efthymiou, Assistant Professor in Aviation Management, has recently published a book chapter that contributes to the evaluation of policies related to environment that act as measures to reduce the impact of aviation operation to the environment.

- Book Chapter: Efthymiou M., Papatheodorou A. (2020) Environmental Policies in European Aviation: A Stakeholder Management Perspective. In: Walker T., Bergantino A., Sprung-Much N., Loiacono L. (eds) Sustainable Aviation. Palgrave Macmillan, Cham.



Research on Business Ethics – SDG 16

Peer Reviewed Journal Articles

- Rocchi, M., Ferrero, I., & Beadle, R. (2020). Can Finance Be a Virtuous Practice? A MacIntyrean Account. *Business Ethics Quarterly*.
- Ferrero, I., Rocchi, M., Pellegrini, M. M., & Reichert, E. (in press, 2020). Practical Wisdom: A Virtue for Leaders. *Business Ethics: A European Review*.
- Bertolaso, M., & Rocchi, M. (2020). Specifically Human: Human Work and Care in the Age of Machines. *Business Ethics: A European Review*., doi: 10.1111/beer.12281.

- Rocchi, M., & Thunder, D. (2019). Can a Good Person be a Good Trader? An Ethical Defense of Financial Trading. *Journal of Business Ethics*, 159 (1), 89-103, doi: 10.1007/s10551-017-3756-3.

Chapters

- Rocchi, M., Redin, D. M., & Ferrero, I. (2020). Practical Wisdom in the Recovery of Virtue Ethics. *Handbook of Practical Wisdom*.
- Murphy, B., & Rocchi, M. (2020). Ethics of Cloud Computing. *Data Privacy and Trust in Cloud Computing*.
- Moorkens, J., & Rocchi, M. (2020). Ethics of the Translation Industry. *Routledge Handbook of Translation Ethics*.
- Ferrero, I., Roncella, A., & Rocchi, M. (2020). Finance for Good. A Virtue Ethics Approach. *International Handbook in Business Ethics. Handbook of Ethics in Finance*.



— Anti-corruption Research – SDG 16

- Breen, M, and Robert Gillanders (2020), "[Press Freedom and Corruption Perceptions: Is There a Reputational Premium?](#)" *Politics and Governance*, Volume 8, Issue 2 (OPEN ACCESS)
- Cummins, M, and Robert Gillanders (2020) "[Greasing the Turbines? Corruption and access to electricity in Africa](#)", *Energy Policy*, Volume 137
- Boly, A, Robert Gillanders, and Topi Miettinen (2019) "[Deterrence, Contagion, and Legitimacy in Anti-Corruption Policymaking: An Experimental Analysis](#)", *Journal of Legal Studies*, Volume 48, Issue 2, pages 277-305 ([Working Paper](#))
- Breen, M, Robert Gillanders, and Mounir Mahmalat (2019) "[Corruption and support for economic reform in sub-Saharan Africa](#)", *Economics Bulletin*, Volume 39, Issue 2, pages 1195-1201
- Adhikari, T, Michael Breen, and Robert Gillanders (2019), "[Are New States More Corrupt? Expert Opinions vs. Firms' Experiences](#)", *Applied Economics Letters*, Volume 26, Issue 2, Pages 131-134 ([Working Paper](#))

- Gillanders, R and Olga Neselevska (2018), "[Public Sector Corruption and Trust in the Private Sector](#)", *Journal of International Development*, Volume 30, Issue 8, Pages 1288-1317 ([Working Paper](#))
- Gillanders, R and Sinikka Parviainen (2018), "[Corruption and the Shadow Economy at the Regional Level](#)", *Review of Development Economics*, Volume 22, Issue 4, Pages 1729-1743 ([Working Paper](#))
- Boly, A and Robert Gillanders, (2018) "[Anti-Corruption Policy Making, Discretionary Power and Institutional Quality: An Experimental Analysis](#)", *Journal of Economic Behavior and Organization*, Volume 152, Pages 314-327 ([Working Paper](#)) (OPEN ACCESS)
- Gillanders, R and Sinikka Parviainen (2018), "[Experts' Perceptions versus Firms' Experiences of Corruption and Foreign Direct Investment](#)", *The Manchester School*, Volume 86, Issue 2, Pages 195–218 ([Working Paper](#))

A selection of active research projects during our 2018-2020 SIP reporting period



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

Project PI: Professor Theo Lynn

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 (<http://mauramcadam.com/genre-project/>)

Consortium led by Professor Maura McAdam

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.



REWIR - SDG 8 & 10 – 2019-2021 (<https://celsi.sk/en/projects/detail/64/>)

Irish research team is led by Dr. Eugene Hickland, Dr. Margaret Heffernan, Dr. Aurora Trif and Dr. Tish Gibbons.

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.



INTERSEX - SDG 3 & 10 – 2020-2024

(<https://cordis.europa.eu/project/id/859869>)

DCU team led by Professor Regina Connolly

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.



RECAP - SDG 9 – 2017-2019 (<https://recap-project.eu/>)

Project PI: Professor Theo Lynn

RECAP is a €4.6million EU-funded project to develop the next generation of optimised cloud computing systems to support the Internet of Everything. The project will pave the way for a radically novel concept in the provision of cloud services.



CARBON UP CYCLE - SDG 11 – 2017-2019 (<http://carbonupcycle.ie/>)

Project PI: Professor Mark Cummins and Dr. Mary Pryce

A Real Options Analysis Approach to Appraising CO2 Recycling Technology Investment. In order to make the most effective use of limited public budgets while producing the most effective research, the project offers insights into the size of R&D budgets to address both greenhouse gas reduction and energy storage.



MIDAS - SDG 3 – 2016-2020 (<http://www.midasproject.eu/>)

DCU team led by Professor Regina Connolly and Dr Paul Davis

The MIDAS consortium is a partnership involving health authorities in five EU countries and the U.S. and technical big data experts from research institutions, MNCs and SMEs. Managing big data for 'health in all' is a monumental challenge for policy makers. MIDAS is addressing this challenge by developing and delivering an integrated solution which will liberate knowledge from data silos and unify heterogeneous big data sources to provide evidence-based actionable information and transform the way care is provided.



PROJECT FÓGRA: Addressing Societal Challenges through Research Partnerships – SDG 11 & 13

Project PI: Professor Caroline McMullan

2019 saw the Irish Research Council (IRC) COALESCE call to fund research addressing national and European/global national challenges. The call is run in

partnership with a number of government department and agencies, who fund or co-fund specific strands. Professor Caroline McMullan, Gavin Brown and Dr Ann Largey were successful in attracting funding for a project funded by the IRC and Met Éireann, the Irish National Meteorological Service. Project FÓGRA will present evidence-based recommendations for the delivery of effective weather and climate services for Ireland.



DCU COVID-19 RESEARCH AND INNOVATION HUB - SDG 3, 8, 9 & 11

The hub is leveraging Dublin City University's research expertise, in collaboration with national and international stakeholders, with a view to developing solutions that can be implemented and deployed within a three to six months' time frame, in total, 15 research studies were funded by DCU Educational Trust, and 3 of these were from DCU Business School.

"The hub is a living example of a rapid response research initiative, placing collaboration, at both national and international level at the heart of what we do and bringing DCU's interdisciplinary research capabilities together to make a strong and positive contribution by providing solutions to the many challenges we are now facing. The projects funded are focused not just on testing but also on frontline workers, children, vulnerable groups, students and businesses within our society." **Prof Christine Loscher.**

- **Leading in Crisis: Lessons from Chief Human Resource Officers**, by Professor David Collings (Associate Dean for Research) and Dr John McMackin (Assistant Professor of HRM).

The study sets out to understand the experience of senior HR leaders in leading through crisis. The study will generate evidence-based and actionable insights for HR and other organisational leaders as they begin to exit the crisis. It will also provide insights into the organisational practices and routines that have proven effective in navigating the crisis.

- **LISTEN: Capturing Learning from the Frontline Response to COVID-19**, by Professor Caroline McMullan (Full Professor of Business & Society), Dr Ann Largey (Vice Dean for Education and Research), Gavin Brown (Assistant

Professor of Business & Society), and Grainne O'Shea (advanced paramedic with the National Ambulance Service).

This project will LISTEN to the first responders who must complete testing, medical assessment, triage, and initial treatment of suspected COVID-19 cases in a range of settings from individuals' homes, nursing homes, to clinical settings.

It is vital that the challenges and good practice observed by those closest to the patients are documented, collated, and analysed. This research captures opportunities for learning which can inform the current response to COVID-19, risk management in the medium term, and help build longer-term national resilience.

— **Open Source Innovation** by Dr Roisin Lyons (Assistant Professor of Entrepreneurship).

This study seeks to investigate the trajectory and momentum of open-source innovative communities as embedded within the global and national developments of the COVID-19 crisis. Focusing specifically on the TeamOSV initiative in Ireland, the study will employ qualitative case studies with key stakeholders within the community and will also map open-source behaviour and output as related external factors pertaining to the spread of the virus.





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

Partnership

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.

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	Dean Emeritus	Saint Louis University
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 (Retail and Commercial Banking Ireland)	AIB
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

The Industry Advisory Board meets twice annually and also 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.

DCU Business School Centre for Executive and International Education

DCU Business School Centre for Executive and International Education (CEIE) was established to provide accredited programmes and leadership and management development programmes to organisational leaders across all economic sectors. Some of our existing partnerships include:

- **Invest Northern Ireland** Leading within a Group, Team & Sales Programmes (2014-2020). The Invest Northern Ireland programme is geared towards SMEs with high growth potential with the ambition to grow the business globally. It is focused on identifying and maintaining a sustainable global business strategy, engaging talent and decision making.

- Enterprise Ireland EI Thrive (2018-2020). This programme is in collaboration between DCU Business School and **Coca-Cola Ireland, Enterprise Ireland**. It is focused on 8 Entrepreneurial Company founders with high growth potential and looking to grow their business worldwide. The programme includes a two-day intensive boot camp in Atlanta and focuses on International Sales, Strategic Finance and Marketing.
- DCU Business School and **Wilson Sloan** (2014-2020) work in partnership to develop the right company structure and build connections with other business leaders. This partnership includes an international coaching element.
- Our **Go Global for Growth Programme (GG4G) for Enterprise Ireland** commenced in 2017 and will run until 2023. Upon conclusion, this programme aims to support over 600 Irish SMEs and 1,800 managers by 2023. The programme designed by DCU Business School CEIE is focused on delivering firm excellence. GG4G employs a sophisticated blend of live case studies, gamified simulations, re-useable online learning objects, as well as personal and team coaching and traditional face-to-face classroom workshops. The face-to-face classroom workshops, facilitated by DCU Business School faculty, are process-driven with participants spending most of their time working on diagnosing or applying insights and approaches to their firm. Most workshops conclude with a number of firms sharing their work (diagnosis, plans, reviews).
- DCU Business School and **Board Bia** have launched a new programme designed to enhance the innovation capabilities within the Irish food, drink and horticultural sector. As part of the Bord Bia Talent Academy, the MSc Insights and Innovation programme will promote consumer-focused innovation and new product development within Ireland's largest indigenous industry.

This 18-month programme combines study and work placement in a Bord Bia company. It begins with an intensive academic element, with modules taught by experienced thought-leaders in the field of sustainability and the food industry. Following this, the focus moves to experiential learning, as participants conduct placements at the headquarters of the world's leading food companies where they work side-by-side with leading insight and innovation practitioners. <https://business.dcu.ie/course/bordbia/>

This combination of academic content and work placement enables participants to directly apply the insights gained from DCU Business School coursework to their placement company, with immediate and direct benefit to host companies.

- AmCham Hackathon 2019: **American Chamber of Commerce Ireland** hosted in partnership with the DCU Ryan Academy and DCU Business School, the Hackathon provides a fantastic opportunity for nominated emerging leaders to hothouse their leadership skills, to network in a fun, yet competitive, environment and to create innovative solutions.

<https://www.amcham.ie/events/2018/hackathon-2019.aspx>



Partnership to establish the DCU Anti-Corruption Research Centre (ARC)

DCU Business School in partnership with the DCU School of Law and Government has established the DCU Anti-Corruption Research Centre (ARC). ARC's mission is to catalyze further research in the anti-corruption space and, in conjunction with partners from industry, government, and civil society, develop effective anti-corruption policies and procedures. ARC's work will also inform and enhance content delivered to undergraduate, postgraduate, and continuous professional development students. ARC co-directors Dr. Michael Breen and Dr. Robert Gillanders have also made a submission to the Department of Justice and

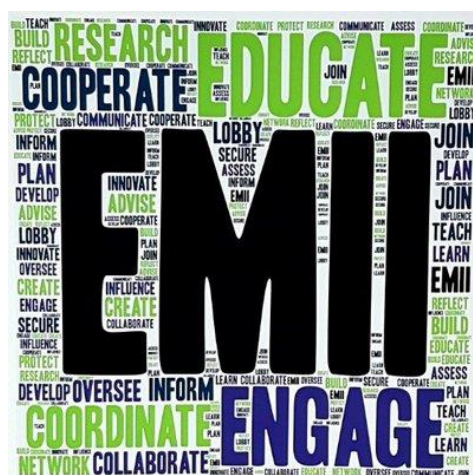
Equality's public consultation on Ireland's anti-corruption and anti-fraud structures and procedures in criminal law enforcement.

Partnership with Emergency Management Institute Ireland

DCU Business School based Emergency Management Institute Ireland (EMII) marked its first birthday in 2019. The EMII is the primary professional organisation for individuals engaged in emergency and crisis management in the Republic of Ireland.

The committee is made of members from emergency services, private industry, non-profit sector, and academia, and its 2019-20 committee 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 Siochana
John Brophy	Director, ReidyBrophy Ltd
Eileen Tully	Principal Officer, Department of Justice & Equality
Caroline McMullan	DCU Professor of Business & Society
Paul Kellett	Chief Officer, Irish Prison Service
Gavin Brown	DCU Assistant Professor of Business & Society
Cahir O'Byrne	Health Service Executive, National Office for Emergency Management
Michael Conway	Director, Renaissance Contingency Services Ltd
Diarmaid Scully	Mountain Rescue Ireland



Partnership for Policy/Industry Reports

- [Shaping the Future of Work in the Civil Service in Ireland: Enriching Involvement, Innovation, Performance, and Citizen Impact - Supplementary Grade Analysis \(2019\)](#) – Report for the Department of Public Expenditure and Reform [UN SDG: 8 & 9]
Professor Edel Conway, Dr Yseult Freeney and Natasha McDowell, MSc
- [Enabling the Workforce of the Future: The Role of Learning and Development \(2019\)](#) – Report for the Irish Institute of Training and Development [UN SDG: 8 & 9]
Professor David Collings and Dr John McMakin
- [National Maritime Oil/HNS Spill Contingency Plan \(NMOSCP\)](#) – Published on June 26th, 2020, the National Maritime Oil & HNS Spill Contingency Plan (NMOSCP) establishes a national framework and strategy to coordinate marine pollution preparedness and response. [UN SDG: 6, 11 & 14] Professor Caroline McMullan

Industry Guest Speakers in Lectures

At both undergraduate and postgraduate levels, and across a range of modules, we aim to develop students' understanding of responsible management. We seek to enrich their understanding of the relevant challenges encountered in practice by embedding into the curriculum guest lectures by industry experts.

In 2019/2020, students engaged in discussions on a broad range of topics with guest lectures from organisations including: Accenture, Bord na Mona Plc, DAA Ireland, Deloitte, EY, Forsa Union, GE, Google, Labour Court, Microsoft, Policing Authority, Proudly Made in Africa, PwC, SIPTU, Tony's Chocolonely, Trocaire (an Irish charity), and Urban Innovation. These guest lectures addressed a broad range of topics such as: the African marketplace, airport development & sustainability, business & society, business continuity, CSR, environmental reporting, ethics, fair trade, sustainability, sustainable employment, climate change, tomorrow's workforce: navigating the future, and women in technology.

A photograph of three students walking towards the camera in front of a brick building. The building has a sign that reads 'An Scoil Ghnó Business School'. The student on the left is a man with a beard wearing a maroon hoodie and a white t-shirt. The student in the middle is a woman with long black hair wearing a grey lace-up hoodie. The student on the right is a man wearing a grey and black hoodie and blue jeans. In the background, there is a doorway with a green exit sign and a pink sign that says 'DCU BUSINESS SCHOOL'.

An Scoil Ghnó
Business School

DCU
BUSINESS
SCHOOL

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

Dialogue (6)

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 and the Sustainable Development Goals: Recognising and Enhancing our Research Contribution – One-Day Event

Dr Robert Gillanders and Dr Roisin Lyons organised a one-day event on May 2nd, 2019 that highlighted the work DCU has done in relation to the UN Sustainable Development Goals and initiated a dialogue to foster future work and cross-faculty collaboration. The event-built bridges between disciplines and faculties and enhanced Ireland's capacity to contribute to the global policy agenda by involving key actors from government and civil society. Additionally, it allowed for a clearer understanding on how DCU is addressing the major challenges facing the world today.

26th International Vincentian Business Ethics Conference

DCU hosted the 26th International Vincentian Business Ethics Conference (IVBEC) from October 24th to October 26th, 2019. The conference was organised by the Business School in collaboration with the School of Theology, Philosophy, and Music and Institute of Ethics. Dr Brid Murphy Assistant Professor of Accounting, Dr Marta Rocchi Assistant Professor of Governance & Business Ethics, and Dr Eugene Hickland Assistant Professor of HRM, represented the DCU Business School. The conference theme was 'Ethics and Capitalism' and the plenary and parallel sessions examined and reflected on current ethical issues affecting businesses, economic, political and social life. Plenary speakers included:

- Professor Honohan, Patrick, Trinity College Dublin/Peterson Institute for International Economics
- Prof Andrew Crane, University of Bath
- Professor Daryl Koehn, DePaul University, Chicago

- Professor Michael Aßländer, International Institute of the Technical University Dresden, Germany
- Mairéad McGuinness, MEP, Vice President of the European parliament
- Orla Collins, ACCA Global Vice President

Plenary sessions provided for rich discussions on varied topics such as:

- Modern Slavery, Business, and Capitalism: Aberration or Inevitability?
- Rules vs. Principles for Ethical Market Behaviour
- What the History of the Corporation Teaches Us about CSR
- Distrusting the Visible Hand of Government - Adam Smith and His Vision of an Ethical Capitalism
- Ethics and Trust in a Digital Age

This was only the second time the IVBEC conference was held outside of the US and it attracted leading academics, business professionals and scholars from many different countries.

Selected Examples of DCU Business School Staff Organised Events

During 2019 and 2020 staff at Business School have organised several events related to the UNSDGs. In addition to some of the events written about earlier (e.g. Social Innovation Hackathons and DCU Research SDG day) staff have been also involved with:

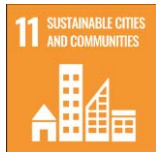


- Family Business Values, 2019 – National Centre for Family Business (NCFB)
- Trust in Family Business Research, 2019 – NCFB
- Family Business - protecting your future, 2019 – NCFB



- GET Innovative, 2019 – Irish Institute of Digital Business (IIDB)
- GET Digital, 2019 & 2020 – IIDB
- GET Social, 2020 – IIDB
- GET Mobile, 2020 – IIDB

- GET Connected, 2020 – IIDB
- Learning and Development in the Future of Work, 2020 - Leadership and Talent Institute (LTI)
- How to Lead & Manage Virtually, 2020 – Professor Finian Buckley
- Personal Agility, 2020 – Dr John McMackin



- Critical Incidents and Crisis Management, 2019 – Emergency Management Institute Ireland (EMII)
- Connected Learning Series Risk Research Symposium III: Nuclear Incident Abroad, 2019 – EMII
- Critical Thinkers in Emergency Management Research – An International Perspective, 2019 – EMII

DCU Business School Staff Societal Engagement

DCU Business School staff are also involved in numerous UNSDG and PRME related engagement activities at a national and international level, such as

- Dr Robert Gillanders, Ireland's local research correspondent on corruption to the European Commission, and member of Transparency International's Anti-Corruption Solutions and Knowledge Network of Experts
- Dr Yseult Freney, Department of Justice and Equality Senior Management Team
- Gerry Conyngham, Fairtrade Fortnight and Age Friendly Ireland
- Joanne Lynch, Fingal Leader Partnership Member of Board
- Professor Barbara Flood, Deloitte - Member of Public Interest Oversight Committee and is on an Advisory Board Centre for Talented Youth
- Professor Caroline McMullan, Irish Coast Guard, Department of Transport, Tourism and Sport, Advisor, and Department of Defence, Office of Emergency Planning, National Risk Management advisory.
- Professor Edgar Morgenroth, Council Member of the National Economic and Social Council and provided evidence to the Oireachtas Joint Committee on Climate Action
- Professor Finian Buckley, Volunteer Now NI

Debate with Industry Guest Speakers

Debate and dialogue features on our programmes with guest speakers appearing regularly for students. As a result, in 2019-2020 we had over 100 guest speakers, including:

- Paula Neary, Managing Director, Accenture "Women in Tech, Diversity & Innovation"
- Ellen Townsend, Head of Regulatory and Monitoring Supervision, IAASA
- Grainne McAleese, Head of Finance, UDG Healthcare plc
- Helen Hall, Chief Executive, Policing Authority
- Simon Rees, Business Continuity Manager at Dublin Airport, DAA
- David Nyaluke, Social Entrepreneur, "Proudly Made in Africa"
- Niamh Roddy, IDA, "Foreign Direct Investment"

DCU Business School Contributions to National Media

Our staff are regular contributors to the national media, including the Irish Examiner, Irish Times, Irish Independent and RTE Radio. Such as during COVID-19 where staff made of 30 media contributions:

COVID-19 examples include:

- Dr Yseult Freeney (Zoom Fatigue) – Irish Examiner
- Dr Marta Rocchi (Ethics in Sport) – Irish Examiner
- Professor Finian Buckley (Technology & Working from home – work and organisational psychology) - Irish Independent & The Irish Times
- Professor Edgar Morgenroth (COVID-19 Response, C-19 & Green Deal) – The Irish Times, Sunday Times (ROI), Irish Examiner, & Irish Independent
- Tony Foley (C-19 impacts) – Sunday Independent, Irish Independent, Irish Examiner
- Dr Eric Clinton & National Centre for Family Business (Family Business during C-19) - Irish Examiner, Sunday Independent, Business Post
- Professor David Collings (virtual work) – Forbes, People Management, The Irish Times, RTE TV.

Some recent non-COVID-19 examples include:

- Dr Rob Gillanders (Corruption, Regulation) - TheJournal.ie and Broadcast

- Professor Maura McAdam (Female entrepreneurs and gender inequality - The Irish Times and Ireland Business World)
- Tony Foley (Financial Lessons) - Sunday Independent
- Professor Edgar Morgenroth (Unemployment) - Irish Independent
- Dr Roisin Lyons (Embracing Social Innovation In Education) - Business Spirit (the positive impact platform)

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

DCU Business School continues to deliver three programmes in Princess Nourah Bint Abdulrahman University (PNU), the largest female-only University in the world. Engagement with PNU and their colleagues and students allow us to contribute to the education of women for leadership roles and to make a positive contribution to their society.



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

Principles	Objective/Activity	Stage of completion
Purpose & Values	We will continue to embed ethical awareness in all of our programmes. We will endeavour to maintain our students' performance, aiming to have over 90% students 'above standard' in this learning outcome. In line with the DCU Strategic Plan (2017-2022), we will place sustainability at the core of the school. 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.	Ongoing
Method	As we continue our curriculum review, we will ensure that innovations to our programmes are cognisant of the importance of responsible management and leadership. This will be supported through the redesign of the learning experiences for our students that places an added emphasis on building resilient and sustainable organisations and communities.	Ongoing
Research	In line with the wider DCU Strategic Plan (2017-2022), we will advance our reputation for world-class research. We recognise the complexity of the major research challenges facing the world and understand that we must support international collaboration in order to make significant and sustained advances.	Ongoing
Partnership	Through our research centres and the Centre for Executive and International Education, we will engage with other organisations and companies to educate responsible global leaders. Industry engagement will be further embedded in our programmes as we implement our curriculum review.	Ongoing
Dialogue	We will increase the number of staff members who contribute to dialogue in the national media on critical issues related to sustainable and responsible work and business practice. We will continue to include guest speakers in each of our undergraduate and postgraduate programmes in order to "facilitate and support dialogue and debate among educators, students, business, governments, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility.	Ongoing

Appendix A

List of Publications related to SDG's (SCIVAL)

PEER REVIEWED JOURNAL ARTICLES

- Adhikari T., Breen M., Gillanders R., 2019, Are new states more corrupt? Expert opinions versus firms' experiences, *Applied Economics Letters*, 10.1080/13504851.2018.1441500, **(SDG 16)**
- Ahuja R., Barrett S., Corbet S., Larkin C., 2019, A way forward: The future of Irish and European union financial regulation, *Economic Analysis and Policy*, 10.1016/j.eap.2019.10.005, **(SDG 10)**
- Bannister F., Connolly R., 2018, The fourth power: ICT and the role of the administrative state in protecting democracy, *Information Polity*, 10.3233/IP-180072, **(SDG 16)**
- Bosak J., Kulich C., Rudman L., Kinahan M., 2018, Be an advocate for others, unless you are a man: Backlash against gender-atypical male job candidates, *Psychology of Men and Masculinity*, 10.1037/men0000085, **(SDG 5)**
- Breen M., Gillanders R., Mahmalat M., 2019, Corruption and support for economic reform in sub-Saharan Africa, *Economics Bulletin*, <https://ideas.repec.org/a/ebl/ecbull/eb-18-00920.html>, **(SDG 8,16)**
- Campbell N., Sinclair G., Browne S., 2019, Preparing for a world without markets: legitimising strategies of preppers, *Journal of Marketing Management*, 10.1080/0267257X.2019.1631875, **(SDG 13)**
- Corbet S., Cumming D.J., Lucey B.M., Peat M., Vigne S.A., 2020, The destabilising effects of cryptocurrency cybercriminality, *Economics Letters*, 10.1016/j.econlet.2019.108741, **(SDG 16)**
- Corbet S., Gurdgiev C., 2019, What the hack: Systematic risk contagion from cyber events, *International Review of Financial Analysis*, 10.1016/j.irfa.2019.101386, **(SDG 16)**
- Corbet S., Gurdgiev C., Meegan A., 2018, Long-term stock market volatility and the influence of terrorist attacks in Europe, *Quarterly Review of Economics and Finance*, 10.1016/j.qref.2017.11.012, **(SDG 16)**
- Corbet S., Larkin C., Lucey B.M., Meegan A., Yarovaya L., 2020, The impact of macroeconomic news on Bitcoin returns, *European Journal of Finance*, 10.1080/1351847X.2020.1737168, **(SDG 8)**

- Corbet S., Larkin C., McMullan C., 2020, The impact of industrial incidents on stock market volatility, *Research in International Business and Finance*, 10.1016/j.ribaf.2019.101125, **(SDG 3)**
- Corbet S., O'Connell J.F., Efthymiou M., Guiomard C., Lucey B., 2019, The impact of terrorism on European tourism, *Annals of Tourism Research*, 10.1016/j.annals.2018.12.012, **(SDG 16)**
- Cummins M., Gillanders R., 2020, Greasing the Turbines? Corruption and access to electricity in Africa, *Energy Policy*, 10.1016/j.enpol.2019.111188, **(SDG 16)**
- Dello Russo S., Parry E., Bosak J., Andresen M., Apospori E., Bagdadli S., Chudzikowski K., Dickmann M., Ferencikova S., Gianecchini M., Hall D.T., Kaše R., Lazarova M., Reichel A., 2020, Still feeling employable with growing age? Exploring the moderating effects of developmental HR practices and country-level unemployment rates in the age–employability relationship, *International Journal of Human Resource Management*, 10.1080/09585192.2020.1737833, **(SDG 8)**
- Dewit G., Hynes K., Leahy D., 2018, CORPORATE TAX GAMES WITH CROSS-BORDER EXTERNALITIES FROM PUBLIC INFRASTRUCTURE, *Economic Inquiry*, 10.1111/ecin.12516, **(SDG 9,10)**
- Efthymiou M., Papatheodorou A., 2019, EU Emissions Trading scheme in aviation: Policy analysis and suggestions, *Journal of Cleaner Production*, 10.1016/j.jclepro.2019.117734, **(SDG 8,13)**
- Eighan J., Walsh B., Smith S., Wren M.-A., Barron S., Morgenroth E., 2019, A profile of physiotherapy supply in Ireland, *Irish Journal of Medical Science*, 10.1007/s11845-018-1806-1, **(SDG 3)**
- Falatah R., Conway E., 2019, Linking relational coordination to nurses' job satisfaction, affective commitment and turnover intention in Saudi Arabia, *Journal of Nursing Management*, 10.1111/jonm.12735, **(SDG 3)**
- Filelis-Papadopoulos C.K., Endo P.T., Bendeche M., Svorobej S., Giannoutakis K.M., Gravvanis G.A., Tzouvaras D., Byrne J., Lynn T., 2020, Towards simulation and optimization of cache placement on large virtual content distribution networks, *Journal of Computational Science*, 10.1016/j.jocs.2019.101052, **(SDG 7)**
- Filelis-Papadopoulos C.K., Giannoutakis K.M., Gravvanis G.A., Endo P.T., Tzouvaras D., Svorobej S., Lynn T., 2019, Simulating large vCDN networks: A

- parallel approach, *Simulation Modelling Practice and Theory*, 10.1016/j.simpat.2019.01.001, **(SDG 7)**
- Forsyth P., Guiomard C., 2019, The economic approach to subsidies for foreign airlines, *Journal of Air Transport Management*, 10.1016/j.jairtraman.2018.09.006, **(SDG 10)**
- Garavan T.N., Heneghan S., O'Brien F., Gubbins C., Lai Y., Carbery R., Duggan J., Lannon R., Sheehan M., Grant K., 2019, L&D professionals in organisations: much ambition, unfilled promise, *European Journal of Training and Development*, 10.1108/EJTD-09-2019-0166, **(SDG 8,9)**
- Gillanders R., Neselevska O., 2018, Public Sector Corruption and Trust in the Private Sector, *Journal of International Development*, 10.1002/jid.3306, **(SDG 16)**
- Gillanders R., Parviainen S., 2018, Experts' Perceptions Versus Firms' Experiences of Corruption and Foreign Direct Investment, *Manchester School*, 10.1111/manc.12199, **(SDG 10)**
- Ging D., Lynn T., Rosati P., 2020, Neologising misogyny: Urban Dictionary's folksonomies of sexual abuse, *New Media and Society*, 10.1177/1461444819870306, **(SDG 5,16)**
- Horak S., Farndale E., Brannen M.Y., Collings D.G., 2019, International human resource management in an era of political nationalism, *Thunderbird International Business Review*, 10.1002/tie.21959, **(SDG 10)**
- Humphries N., McDermott A.M., Conway E., Byrne J.-P., Prihodova L., Costello R., Matthews A., 2019, 'Everything was just getting worse and worse': Deteriorating job quality as a driver of doctor emigration from Ireland, *Human Resources for Health*, 10.1186/s12960-019-0424-y, **(SDG 3,10)**
- Hynes K., Kwan Y.K., Foley A., 2020, Local linkages: The interdependence of foreign and domestic firms in Ireland, *Economic Modelling*, 10.1016/j.econmod.2019.05.012, **(SDG 10)**
- Hynes K., Ma J., Yuan C., 2019, Transport infrastructure investments and competition for FDI, *Scottish Journal of Political Economy*, 10.1111/sjpe.12203, **(SDG 10)**
- Kayal B., Abu-Ghunmi D., Abu-Ghunmi L., Archenti A., Nicolescu M., Larkin C., Corbet S., 2019, An economic index for measuring firm's circularity: The case of water industry, *Journal of Behavioral and Experimental Finance*, 10.1016/j.jbef.2018.11.007, **(SDG 8,12)**

- Lawless M., McCoy D., Morgenroth E.L.W., O'Toole C.M., 2018, Corporate tax and location choice for multinational firms, *Applied Economics*, 10.1080/00036846.2017.1412078, **(SDG 10)**
- Li G., Zakari A., Tawiah V., 2020, Does environmental diplomacy reduce CO2 emissions? A panel group means analysis, *Science of the Total Environment*, 10.1016/j.scitotenv.2020.137790, **(SDG 7,8,10,13)**
- McAdam M., 2020, Digital girl: cyberfeminism and the emancipatory potential of digital entrepreneurship in emerging economies, *Small Business Economics*, 10.1007/s11187-019-00301-2, **(SDG 5)**
- McAdam M., Harrison R.T., Leitch C.M., 2019, Stories from the field: women's networking as gender capital in entrepreneurial ecosystems, *Small Business Economics*, 10.1007/s11187-018-9995-6, **(SDG 8)**
- McDermott A.M., Conway E., Cafferkey K., Bosak J., Flood P.C., 2019, Performance management in context: formative cross-functional performance monitoring for improvement and the mediating role of relational coordination in hospitals, *International Journal of Human Resource Management*, 10.1080/09585192.2017.1278714, **(SDG 3)**
- O'Reilly N.M., Robbins P., Scanlan J., 2019, Dynamic capabilities and the entrepreneurial university: a perspective on the knowledge transfer capabilities of universities, *Journal of Small Business and Entrepreneurship*, 10.1080/08276331.2018.1490510, **(SDG 8)**
- O'Connell J.F., Avellana R.M., Warnock-Smith D., Efthymiou M., 2020, Evaluating drivers of profitability for airlines in Latin America: A case study of Copa Airlines, *Journal of Air Transport Management*, 10.1016/j.jairtraman.2019.101727, **(SDG 8)**
- O'Connell J.F., Bueno O.E., 2018, A study into the hub performance Emirates, Etihad Airways and Qatar Airways and their competitive position against the major European hubbing airlines, *Journal of Air Transport Management*, 10.1016/j.jairtraman.2016.11.006, **(SDG 8)**
- Santos G.L., Endo P.T., Monteiro K.H.C., Rocha E.D.S., Silva I., Lynn T., 2019, Accelerometer-based human fall detection using convolutional neural networks, *Sensors (Switzerland)*, 10.3390/s19071644, **(SDG 3)**
- Sirr G., Garvey J., Gallagher L.A., 2018, Local conditions and economic growth from South-South FDI, *Journal of International Trade and Economic Development*, 10.1080/09638199.2017.1385645, **(SDG 8,10)**

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