



# Renewal of commitment to PRME

DCU Business School is committed to upholding the Principles for Responsible Management Education (PRME). DCU has been ranked in 2012, 2013 and 2014 in the Top 50 Under 50, defined as the universities of the future. DCU takes this accolade and its attendant responsibilities very seriously.

Sustainable DCU was launched in 2009 in recognition of the fact that our planet is being pushed to the brink through unsustainable lifestyles, production and consumption patterns and the impact of population growth. It is forecast that by 2030 the world will need 50% more food, 45% more energy and 30% more water – all at a time when environmental limits are at breaking point. We are not passive; our collective decisions and actions are driving this unsustainable global development model.

Sustainable Development embraces economic growth, social and cultural equality and environmental sustainability. The concept, while generally accepted, has not been broadly implemented as there are few incentives to put it into practice when our policies, politics and institutions disproportionately reward the short term.

Sustainability is a long term vision with a long term impact for our future generations.

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 and research and innovation activities.

DCU is developing a sustainable community where all members of DCU can make a contribution.

DCU Business School is committed to the attainment of Sustainable DCU. Through every aspect of our operations and strategic development, teaching, research and industry engagement, sustainability is fundamental. This Sharing Information on Progress Report outlines the key achievements of DCU Business School from 2012-2014 and our commitment to the six principles of PRME.



Dr Anne Sinnott  
Executive Dean,  
DCU Business School



# University Background

Dublin City University (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 played a proactive role in Ireland's economic development by educating students to the highest standards of academic excellence, by building distinctive research strengths and by prioritising enterprise engagement across all areas of activity. The current DCU strategic plan (2012-2017) is entitled 'Transforming Lives and Societies' and encompasses the vision that "by 2017, DCU will be recognised internationally as a research intensive, globally engaged

University of Enterprise that is distinguished both by the quality and impact of its graduates and its focus on the translation of knowledge into societal and economic benefit".

Dublin City University Business School (DCUBS) is an executive Faculty of DCU. In keeping with the vision and mission of the university, DCUBS has established a strong reputation both for providing high quality degree programmes that are responsive to the needs of the economy and society and for fostering theoretical and applied research across a range of business disciplines. Industry engagement is a hallmark of all of our activities.





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

DCU BUSINESS SCHOOL







**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.



The Dublin City University 'campaign toward a sustainable campus' continues to drive progress on sustainability at DCU Business School. There have been significant achievements recently including:

- The award of Green Campus Flag – July 2014;
- Energy consumption has already dropped by 28% - close to final target of 33% reduction by 2020;
- Reduction of waste going to landfill has fallen from 59% to 9%;
- Since 2013 DCU has reached the top 15% of institutions in the UI Green Metric World University Ranking.

The DCU Institute of Ethics was established in September 2008 with the mission to create ethical awareness in relation to all fields of the university's activities. The Institute of Ethics offers advices to integrate core CSR and sustainability values – respect for human dignity, fair cooperation, stakeholder responsibility, accountability to future generations – into their company's strategy and management systems to create socially, ethically and financially successful companies.

The module Next Generation Management (NGM) is shared across most of our full time Masters programmes. It is designed to develop students' capabilities to work for an inclusive and sustainable economy. The

four key themes of NGM are Personal & Career Development, Global & Societal Awareness, Research and Digital Media & Communication. During 2013/2014 NGM students attended more than 40 events focused on Global and Societal awareness.

DCU Business School plays a critical role in developing the national capacity for emergency management. The launch of the MSc Emergency Management and the more recent MSc Humanitarian Logistics and Emergency Management has resulted in a much enhanced national capacity. Many of our alumni have acted as change agents within their organisations and others play a national role or lead Irish emergency response agencies. In recent years, three of our graduates have led UN and EU international response teams. The DCU programme has had a huge impact on capacity development and has produced the mentors for the next generation of emergency managers.



*DCU awarded Green Campus Flag*



The background of the slide is a dark, out-of-focus photograph of city lights at night. The lights are blurred into soft, glowing circles of various colors, including yellow, orange, red, and blue, creating a bokeh effect. The lights are scattered across the frame, with a higher concentration in the lower right area.

**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

DCU Business School is a signatory of the UN Global Compact.

A new MA in Ethics is being launched in 2014-15. This is a joint initiative with the School of Humanities.

The values of global social responsibility feature strongly in several modules across programmes at DCU Business School. Business & Professional Ethics (AC402) develops skills such as an awareness of the ethical issues arising in international business. International Trade & Business (EF310) includes theory of international trade and an analysis of world trade flows between developed countries and developing countries.

Modules on undergraduate programmes that feature values of global social responsibility include International Trade & Business (EF310) and the New Enterprise Development Project (EF317). The focus in this area of our work is on sustainable, ethical development and corporate/social responsibility.

The DCU Business School Undergraduate Marketing programme contains the module

'Marketing, Innovation and New Technology Foresight' which has a strong sustainability focus. This module features guest speakers and the following are some speakers from 2013-14:

- Eoin Sweeney, Head of Department of Sustainable Energy Ireland on "Ireland's Marine Renewable Strategy in Perspective"
- Helen King, Senior Business Analyst, Bord Bia on "Anticipating Tomorrow: Shaping the future of the Irish food and drink market towards 2020"

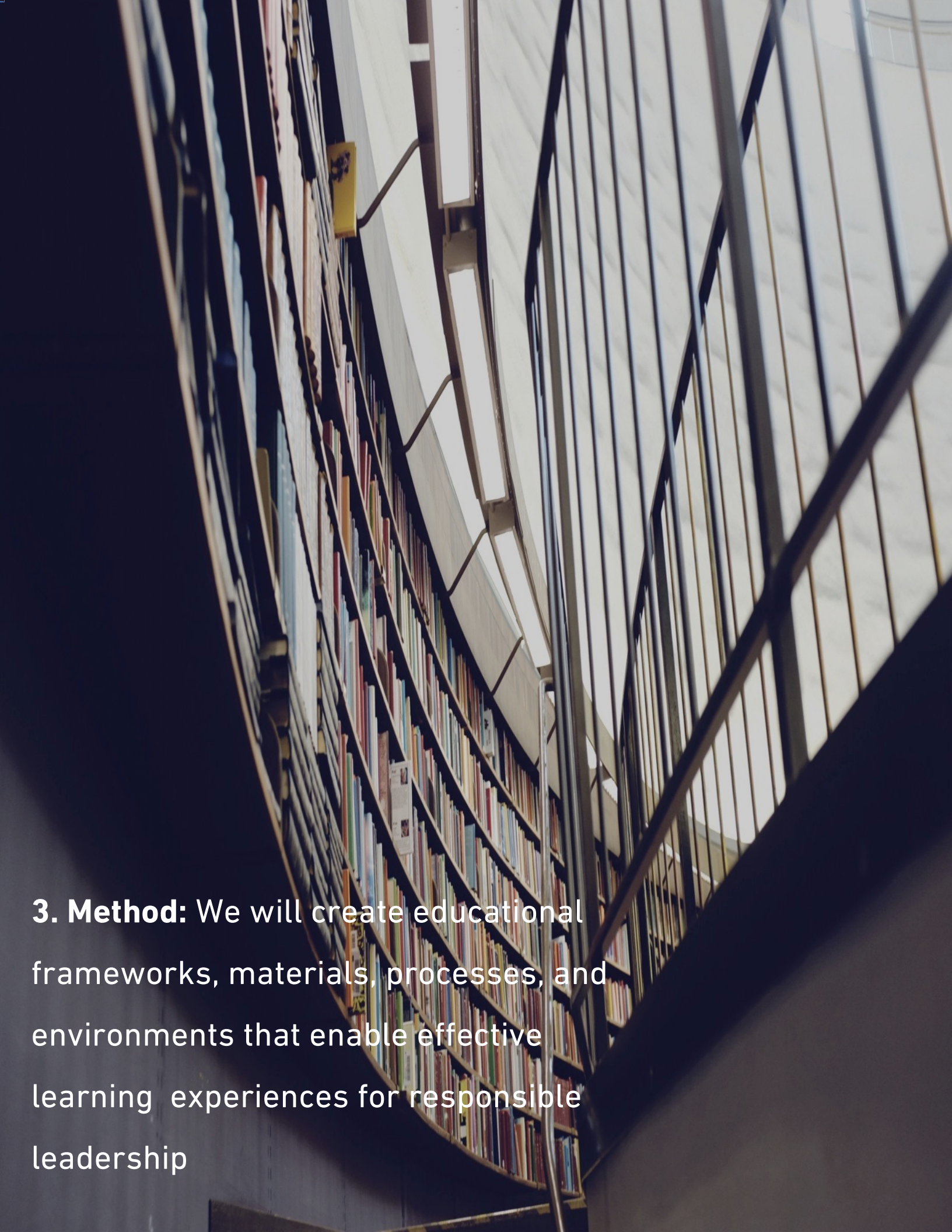
Next Generation Management (MT5113) which is taken by most of our full-time Masters students, includes a theme on business and society. This theme incorporates guest speakers, many of whom are from a sustainability background. 2013-14 speakers included:

- Oisin Coughlan, Director of Friends of the Earth Ireland
- Fiachra O'Brolchain, DCU Institute of Ethics and Specialist in Environmental Ethics



*Dennis Keeley leading the UN Response to the Pakistan Floods*





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

Specialised educational frameworks are embedded into our programmes at undergraduate and postgraduate levels. The module Digital Innovation Creativity & Enterprise (DICE) is an undergraduate entrepreneurship module which makes extensive use of innovative learning environments in order to encourage the development of responsible and enterprising students. The module exposes participants to multiple modes of learning including online e-learning, mini-conferences, mobile app building, blogging and research posters. Students work in teams for a portion of the module, which are cross-disciplinary and supported by postgraduate business students.

Undergraduate students are given the opportunity to complete the module 'Business and Society' (MG334) which is delivered on-line through the DCU's distance education centre DCU Connected. The key theme of this module is developing sustainability.

Students on the DCU MBA programme undertake a Consultancy Project where teams collaborate with an industry client to address a specific challenge and deliver an executive briefing report. These projects

have focused on issues such as ethics, sustainability, corporate social responsibility etc.

One of our academics, Terry O'Brien, was acknowledged for excellence in teaching during 2013/14. He received the President's Award for Teaching (New Lecture Category). The approach to teaching and learning adopted by Terry provides some indication of the educational frameworks, processes and For example in the paragraph below Terry describes how he approaches the teaching of business innovation:

*"MT530 is about change, the skills to change processes and generate ideas to provide real solutions to real problems in industry.*

*In order to generate those ideas and make students more engaged with the course, I regularly flipped the classroom in weeks 1-5 and did brainstorming on different business and industry problems.*

*In Week 7, I facilitated the class to do a practical session on a process methodology (5s) that is used in companies.*



*In Week 8-10, I facilitated class presentations on process improvement theories with a robust Q&A session from fellow students.*

*In Week 11, Accenture, the industry leaders in business process innovation, spoke to the class and answered questions.*

*This approach has provided students with good skills to generate ideas for their practicum (major final project) and for future use in industry."*

NGM (MT5113) includes within the assessment strategy, a group project focused on environmental and sustainability themes such as fracking, wind farms, environmental regulation and technology waste in the developing world.

DCU's online learning centre 'DCU Connected' continues to run two very successful postgraduate programmes in business and sustainability. These programmes, the Graduate Diploma/MSc in Management for Sustainable Development

and Graduate Certificate in Innovation in Social Enterprise, create a flexible educational framework and environment for the study of responsible leadership.



*DCU President, Brian MacCraith pictured with Terry O'Brien, at the President's Awards for Teaching, 2014.*



**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



DCU Business School hosted the international conference SustainNEXT in October 2012.

During 2013/2014 research outputs relevant to this principle included:

Buckley, F. & Grazi, A. (2013). When Proactive Behaviour Asymmetries and Trust Block Employees Upward Voice: A Social Identity Perspective. 5th International Trust Workshop

Steinmetz, J., Bosak, J., & Sczesny, S. (2014). Culture Moderates Social Role Effects on Gender Stereotyping. Asian Journal of Social Psychology

Kumar, V., Mohapatra, P., Dey, P. K., Bhattacharya, A., & Brady, M. (2014). Green Supply Chain Performance Measurement using Fuzzy-AHP based Balanced Scorecard: A Collaborative Decision-Making Approach. Production Planning & Control

Validi, S., Bhattacharya, A., & Byrne, P.J. (2014). Integrated Low-Carbon Distribution System for the Demand Side of a Product Distribution Supply Chain: A DoE-Guided MOPSO Optimiser based Solution Approach. International Journal of Production Research

Validi, S., Bhattacharya, A., & Byrne, P.J. (2014). A Case Analysis of a Sustainable Food Supply Chain >> Distribution System - A Multi-Objective Approach. International Journal of Production Economics

Byrne, P.J. (in press, 2014). A Solution Method for a Two-Layer Sustainable Supply Chain Distribution Model. Computers & Operations Research

Dolan, P. & Connolly, J. (in press, 2013). Emotions, violence and social belonging: An Eliasian analysis of sports spectatorship. Sociology

Murphy, F., Li, N., Murphy, B., & Cummins, M. (2013). The link between jet fuel prices, carbon credits and airline firm value. Journal of Energy Markets

Cummins, M. (2013). Multiple comparisons problem: Recent advances applied to energy and emissions. Applied Economic Letters

O'Donnell, A., Cummins, M., & Byrne, K. (2013). Forestry in the Republic of Ireland: Government Policy, Grant Incentives and Carbon Sequestration Value. Land Use Policy

Wang, S., Gao, Y., Hodgkinson, G. P., Rousseau, D. M., & Flood, P. C. (2014). Opening the black box of CSR decision making: A policy-capturing study of

charitable donation decisions in  
China. *Journal of Business Ethics*

Miyauchi, M., McDonagh, P., Kilbourne, W. E.,  
Takimoto, M., & Takemura, M. (2013). 'The  
Institutional Foundations of Materialism in  
Japan: A Replicated Empirical  
Test'. *Proceedings of the 38th Annual  
Macromarketing Seminar*

McDonagh, P. (2013). Sustainable  
communication: Prognosis for the end of  
times or organisation survival. In Alladi  
Venkatesh (UC Irvine) George Marcus (UC  
Irvine) James McAlexander (Oregon State  
University) Deborah Heisley (California  
State University, Northridge): Paul Merage  
School of Business & Center for  
Ethnography (Eds.) *Anthropology of  
Markets & Consumption*

Minas, C., Jacobson, D., Antoniou, E., &  
McMullan, C. (2014). Welfare Regime,  
Welfare Pillar and Southern  
Europe. *Journal of European Social Policy*

Minas, C., Jacobson, D., & McMullan, C.  
(2013). Welfare Regime and Inter-  
Household Food Provision: The Case of  
Cyprus. *Journal of European Social Policy*



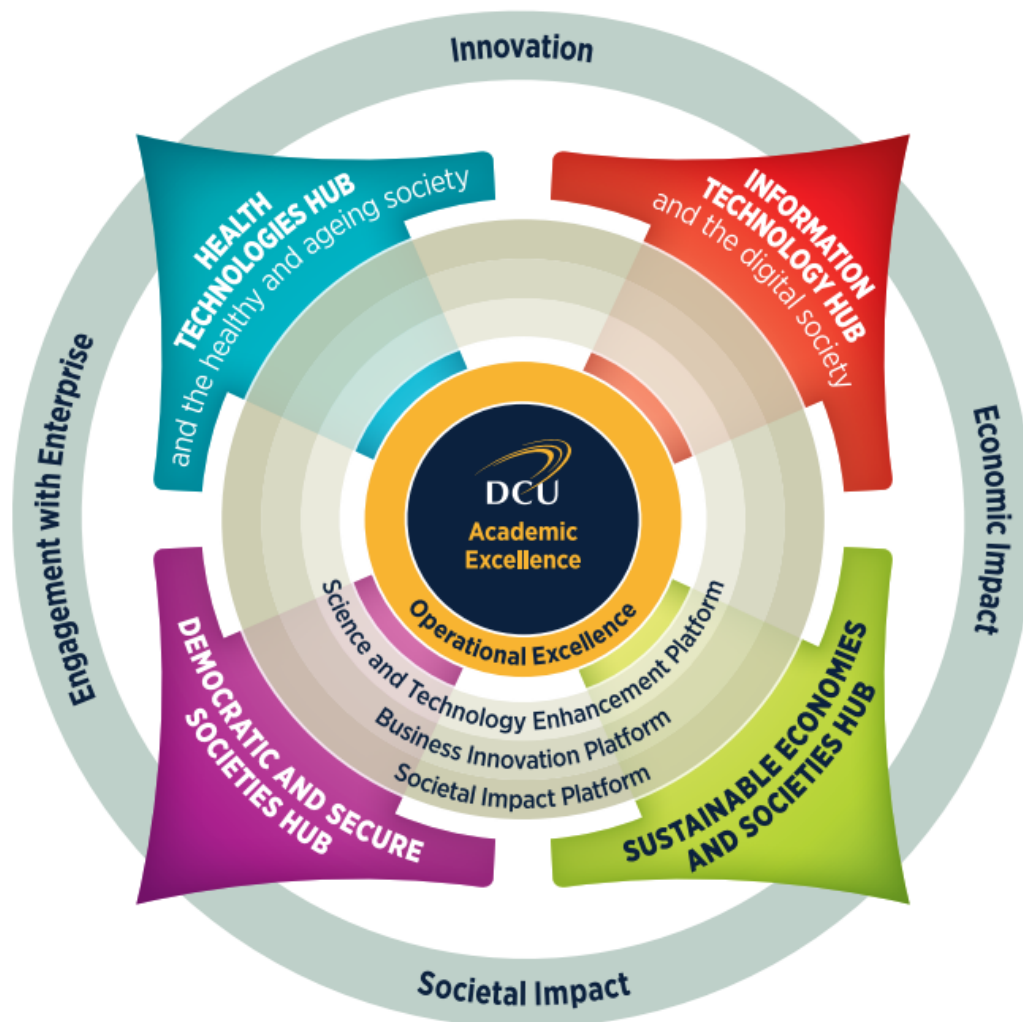
Business and Sustainability Summit  
Dublin City University  
October 11th & 12th 2012



At university level, DCU's vision is to be a research-intensive university of enterprise with a focus on translating knowledge into benefits for society and for the economy.

DCU's research and innovation matrix is shown below. Building on the core

of academic excellence, four research and enterprise hubs will develop research that will have impact on important priority areas for the economy and society. These activities will be reinforced by additional expertise in the three cross-cutting platforms.





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

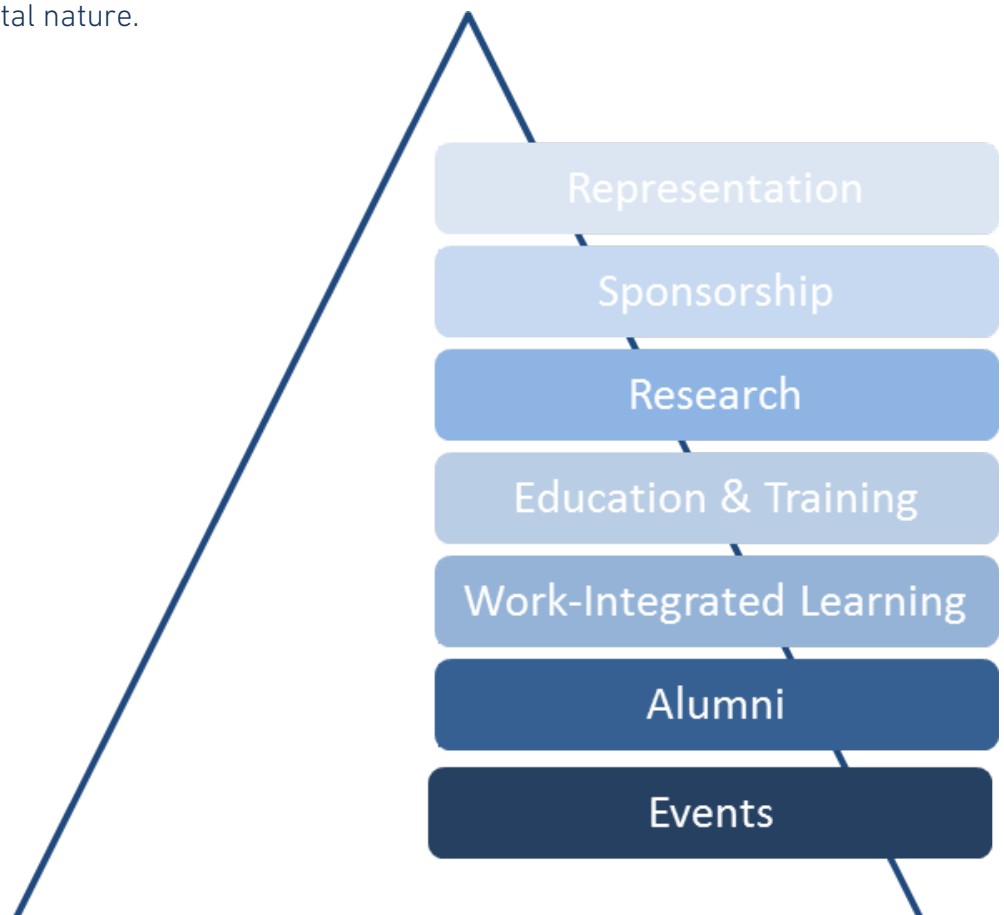



DCU Business School engages with business corporations at all levels of our programmes. We are proud to declare that industry engagement is a hallmark of our activities.

Industry Projects include playing a key role in PLATO Dublin which is a business support network for owner managers of SMEs. A facilitator from DCU Business School is assigned to this group. This person plays a vital role in helping SMEs to address challenge facing them in the corporate world. Many of these challenges are of a social and environmental nature.

Dr Caroline McMullan, The Associate Dean for Teaching and Learning, advises the Irish Government on national policy development in the field of emergency management and was the architect of the first National Risk Register - which gained EU approval in 2013/14.

During 2013/14, the industry engagement activities detailed below have been undertaken within 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



Debate and dialogue features on our programmes with guest speakers appearing regularly for students. The BA in Marketing, Innovation and Technology, the MSc in Emergency Management and the MBA have had several speakers talking on global social responsibility and sustainability. These speakers included:

- Martin Dalton, Concern Worldwide
- Pronch Murray, Irish Aid
- Sean Hogan, Depart of the Environment
- Jim Walsh, Irish Rail

The LINK research centre runs a seminar series where business academics and experts from industry are invited to address critical issues related to global social responsibility and sustainability. These interactive sessions are designed to encourage discussion and debate among academics and scholars in the Business School.

The National Centre for Cloud Computing (IC4) is based in DCU Business School. IC4 interacts with companies to carry out research around cloud computing and this involves social and environmental issues.

Professor David Collings, Head of the HRM Group at DCU Business School has been named as one of the Most Influential International Thinkers in HRM. HR Most Influential is an annual list that celebrates the most influential players in the field of people strategy. Prof Collings is also Principle Academic Advisor at the Maturity Institute, a global network striving to create vibrant, healthy and successful organizations through maximizing the value of people. His research and consulting interests focus on talent management and global mobility.



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

**Purpose & Values:** We will launch the “Marketing Mayhem” Business Ethics Game across programme in DCU Business School.

**Method:** We will target sustainability in the SME sector as worthy of special attention for work based projects during 2014/2015. PLATO Dublin will be our industry partner for this initiative.

**Research:** We will encourage faculty to continue to disseminate their research with a view to advancing “understanding about role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value”.

**Partnership:** We will arrange the first meeting of our new industry advisory board.

**Dialogue:** In addition to the launch of our new Industry Advisory Board, we will continue to provide funding for the LINK seminar series 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 and sustainability”.



DCU Business School

[dcu.ie/business](https://dcu.ie/business)