Nine core values underpin the strategic priorities and activities of the KBS.

**Learning:** The School actively promotes learning and discovery in order to educate the business leaders of tomorrow and enable the emergence of new ideas that will positively impact on business. The School values experiential and innovative forms of learning.

**Focus on Students:** The School focuses on the learning needs of students and develops capable graduates. We show respect and dignity for our learners.

**Social Responsibility and Ethical Behaviour:** The School has responsibilities to business, the wider community and society. It ensures that students are exposed to an awareness of the highest standards of ethical behaviour and conduct.

**Academic Freedom:** The School fosters and encourages academic freedom.

**Enhancement of Knowledge:** The School through its teaching, research and scholarship activities, strives to expand knowledge and human understanding.

**Access and Diversity:** The School strives to promote access to higher education for disadvantaged and under-represented groups. It ensures that students have an appreciation of diversity.

**An International Perspective:** The School continues to foster a strong international perspective.

**Staff and Self Development:** The School actively supports the development of faculty and staff.

**Involvement of Industry:** The School strives to work co-operatively with industry and facilitates industry involvement in school activities.
Principle 1

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

The tradition of the Kemmy Business School is firmly rooted in sustainability, not only for our students but also in our own practices as a school. In recent years the local economy has faced severe challenges. We have worked to foster the enterprise skills of our students in an effort to meet this need. For example, in the Enterprise Development module on our main undergraduate programme, students develop the skills to start their own small business, obtain funding and sustain value throughout a period.

Faculty from the KBS have also done interesting work with non-business students from the wider University. Dr Lisa O’Malley, Dr Caoilfhionn Ní Bheacháin, Dr Stephen Kinsella and Dr Sheila Killian from the KBS all provided input into a new module on sustainable development delivered to first year students taking a Bachelor of Science in Energy. While most of the content of the degree is quite technical, the input of the KBS faculty on areas of corporate social responsibility, environmental taxation, sustainable consumption and critical thinking serves to broaden the thinking of these students at an early stage in their learning, and opens their minds to important issues which they will take with them throughout their careers.

In the future, we hope to extend our work in this area, particularly through the wider offering of the new sustainable development module, and of corporate social responsibility.
Principle 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 United Nations Global Compact.

Having committed ourselves to the six Principles for Responsible Management Education, we at the KBS ensure that students are exposed to these values, and encouraged to apply them to the material covered in class.

In some courses, the UN Global Compact is specifically examined. For example in the Corporate MBA, students may take a Summer school in corporate social responsibility and sustainability where they examine in depth the meaning and relevance of these issues for modern business life, critically assess the various standards and accreditations in existence, examine ethical and sustainability issues and best practice in reporting. Final year undergraduate students on an evening degree are also exposed specifically to business ethics and sustainability. A new module on corporate transparency and business ethics has been created for our undergraduate degree in Law and Accounting.

The quality of the courses offered is of great importance to us in the KBS. The BBS (and BBS with French, German or Japanese) and the MBS in Human Resource Management were both recently approved for EPAS accreditation. This is a good measure of the rigour and thoughtfulness evident in our teaching.

We aim in the future to extend the offering on corporate social responsibility and sustainability initially to more of the post-graduate courses in the Kemmy Business School so as to broaden the reach of these important issues.
Principle 3

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

Sustainability and responsibility permeates the curriculum in the Kemmy Business School. As an illustration we have taken our main undergraduate offering, the BBS, as an example:

- Dr. Jim Donoghue introduces “Corporate Citizenship – rhetoric or reality” as a contextual theme in the BBS Change Management module
- In the Entrepreneurship module Dr. Briga Hynes addresses the topic of the social entrepreneurs. The emerging role of the social entrepreneurs is examined and examples of social entrepreneurs are provided, from an Irish and international context. They discuss the need to encourage more social entrepreneurs
- In Research Methods, Jill Pearson includes research ethics both in terms of procedures for applying for ethics committee approval and in terms of debate and discussion around how research can have consequences for study participants
- In the Risk and Insurance module, Dr. Orla McCullagh discusses moral hazard of an insured person and the social effects of insurance on the healthcare system.
- Dr. Lisa O’Malley notes that most marketing modules explicitly examine the impact of business on the wider world and the ethical issues arising, a view echoed by Professor John Fahy.
- Maria Lichrou incorporates these issues through the inclusion of lectures on the implications of stakeholder theory on marketing (and tourism marketing), ethical and sustainable consumption
- Dr. Sheila Killian led a critical evaluation of the voluntary codes of ethics of the Irish Banking Federation in the module Financial Institutions and Markets. Also, in the module Advanced Corporate Finance they covered the different models of ethical investment, and the incorporation of CSR into project evaluation
- John Heneghan examines the lessons from Enron in his accounting modules
- Dr. Philip O’Regan covers ethical issues around auditing and accountability in his fourth year modules on the BBS
- Dr. Elaine Doyle discusses tax evasion/avoidance in her fourth year tax modules, and the ethics of taxpayer and tax preparer behaviour

We aim to maintain and expand these in the future.
Principle 4

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

Research in the KBS has a focus on improving practice or public policy, and advancing knowledge of and among corporations. In recent years faculty have produced papers in areas as diverse as leadership, environmental taxation, sustainable consumption, corporate governance, corporate social responsibility, ethics, public policy and the public interest, employment equality issues, holistic risk management, cross-cultural human resource management, sustainable enterprise, social entrepreneurship, global industrial relations, employment protection, migrant workers, ethnic entrepreneurship, workplace diversity, the NGO sector, entrepreneurship education, gender in small firms, ethical branding, tourism consumption patterns, development economics, sustainable innovation, planning for disability. This list is not exhaustive.

Faculty are also engaged in a process of ongoing personal development in the area, engaging in scholarship as well as research in order to inform their own teaching. For instance in May 2009, Dr Sheila Killian from the KBS attended the Annual BMDA Conference "Leadership Responsibility - Global Outlook and Regional Sustainability" at Copenhagen Business School. This indirectly led to her spending a half-year sabbatical working on issues of CSR in the first half of the current academic year, and a programme on CSR for small firms offered by Boston College in April 2010.

Dr Elaine Doyle has recently completed her PhD on moral reasoning among tax practitioners, and her findings have significant policy implications for sustainable taxation. Her work in this area will certainly develop over the coming years and will feed into curriculum design and course content.

We have recently organised all of our research activity in the KBS in four themes under the umbrella title of Public Policy and Organisation Science. This clustering of research facilitates a rich cross-fertilisation in the areas of sustainability, leadership, governance and corporate social responsibility. We anticipate more quality research in these areas in the future.
Principle 5

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

The Kemmy Business School has always taken pride in our tradition of remaining close to business, and of working with business leaders so that we can understand the challenges they face, and assist them in meeting them. The last two years have been difficult in the local economy, and we as a business school have a key role in the recovery of the region.

Undergraduate students at the KBS are required to undertake a period of work experience in a business setting during their programme of study. This has enabled the School to build and maintain strong links with industry and the wider community. Our students also liaise directly with local business through their coursework. For instance, in the main undergraduate course the BBS, 120 students taking the Business Consulting module have assisted new business start-ups in developing effective business plans. They have also worked with outreach government agencies working with educationally disadvantaged groups in developing business ideas with their clients. This is a good example of synergy, where the students have a very real learning opportunity and the local businesses benefit from exposure to best practice.

Dr Mark Cummins and John Heneghan of the KBS have also engaged directly with local businesses operating in disadvantaged areas of the city of Limerick, both to develop the skills of the business leaders but also to help them in dealing with the social problems in their areas and to engage directly with ethnic minorities who may face discrimination. This has had a very positive impact on the hiring policies of the small firms, and their initiative in encouraging local youth to engage with the access programmes of the University.

The KBS has a diverse advisory board drawn from local and international business leaders, and we liaise with them regularly to take their advice to ensure our continued relevance. They have assisted also in giving a business perspective on CSR and how this might be integrated into our programmes and activities.

In the future we will continue and expand our engagement with local and international business leaders.
Principle 6

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

As the first Irish business school to sign up to the Principles for Responsible Management Education, the KBS makes every effort to engage other stakeholders in the important issues around social responsibility and sustainability.

Throughout the period, the Kemmy Business School has organised a number of events which facilitate discussion and dialogue in the wider community on relevant issues. Notably, in March 2009, we invited Dr. Kellie A. McElhaney, Executive Director, Haas School of Business, University of California at Berkeley to visit the School as part of our distinguished lecture series. She delivered her address "Just Good Business: Corporate Responsibility as Competitive Business Strategy" to a very appreciative audience of students, faculty and local business leaders. The KBS has also hosted two annual “Bizcamps”, free conferences on all aspects of business facilitating local entrepreneurship and ensuring that start-ups are exposed to best practice and have the opportunity to network.

A number of the faculty work regularly with the local and national media, speaking and writing on issues of sustainable investment, building a future for disadvantaged groups, employment relations etc. Others speak at practitioner events organised through the local Chamber of Commerce and other industry groups. There is an ongoing practice of engagement.

In the future, it is planned to continue and expand this kind of outreach activity.