While COVID-19 took centre stage in 2020, for many of us, the year has also involved a rediscovery of the importance of friends, family and humanity.

We took a step back from work in the traditional sense and reflected on our goals, values and purpose. Everyone in Trinity Business School can take reassurance in the many accomplishments and strength of our community during this time. I reflect on our flagship community event in early March, the annual Trinity Business + Technology Forum, where we explored the theme of “Borderless Business”, with expert keynote speakers addressing issues such as Brexit, digital transformation and climate change. When we chose this theme we did not know how apt it would be, but it is yet another illustration that the world of business respects no borders.

We've recently celebrated the FT placing our MSc in Finance in the Top 5 in the UK & Ireland combined and 27th in the World. The Economist placed our Executive MBA in the Top 5 in the UK & Ireland and 38th in the World. Similarly, the QS World University Rankings 2021 placed us in the top tier with the MSc in Marketing ranked as 17th in the World and all MSc degrees covered ranked in the top 10 universities across Ireland and the UK combined. The advancement of these programmes into the global elite – in a World with over 16,000 business schools – indicates that Trinity Business School is playing a major role in enhancing the wider University’s global reputation. These achievements are the culmination of many years of hard work having launched a transformative strategy five years ago involving innovation, sustainability, diversity and inclusion and an emphasis on high-quality, leading-edge business education and research.

Since March, the wonderful collaboration between students and staff allowed our students to continue their education, and I am thankful for the talent and agility of everyone involved. Concurrently, our faculty came together for remote activities like virtual cafés and webinars, all while transitioning to online delivery. Elsewhere, our community of business leaders displayed our values and their acumen with socially impactful entrepreneurial activities that supported frontline workers. This newsletter is especially a reflection of our community spirit. The level of professionalism and caring shown by students, staff, alumni and supporters was heart-warming. I thank everyone for their exceptional dedication and relentless efforts to continually improve the School and enhance its impact on business and society. I wish you all a safe and fulfilling year ahead.

Professor Andrew Burke
Dean of Trinity Business School
Persevering through a Pandemic
A Community Response

As Trinity Business School reopens its doors this September, we reflect on the response to the COVID-19 crisis since the college campus closed in March and all teaching, learning and assessment was moved online.

For the Business School, this meant moving more than 2,500 students across the full suite of undergraduate, postgraduate and executive education programmes from in-person classes, tutorials and workshops to online delivery in a matter of days, largely through video conferencing tools like Blackboard Collaborate and Panopto.

Trinity Business School faculty and professional staff worked tirelessly to ensure that these students could continue their education and access new modes of delivery and assessment. This required the agile response of the School Executive Committee, Programme Directors, Associate Directors, core and adjunct faculty and wider teams, including the invaluable Student Support Services team.

Dr Sinéad Reden, Director of Postgraduate Teaching and Learning, commented, “In most Business Schools, curriculums are often focused around core themes such as teamwork, entrepreneurialism, resilience, dynamism and change. What we saw over the last six months was a lot of this in practice. Our ecosystem of people and processes responded so courageously to allow us to keep on doing what we do best, albeit within very different parameters.” She added, “A special mention needs to go to our fantastic students who responded with a spirit of resilience, understanding and togetherness, the very embodiment of core Trinity values.”

Students and staff were supported during the uncertain period by virtual mindfulness classes led by Dr Sarah-Jane Cullinane, Assistant Professor in HRM and Organisational Behaviour. Regular workshops taught students mindfulness-based interventions and tips on how to focus on their personal wellbeing as they adjusted to the changes. “We wanted to provide people with an opportunity to come together in a safe space to practice mindfulness,” explained Dr Cullinane. “There was an incredibly supportive presence within the workshops and lovely feedback on them being helpful and a great way to connect with others.”

Further student support came from the dedicated careers service, as they took their conversations with employers, recruitment agencies and alumni online. Postgraduate Career Development & Alumni Officer Kate Burke stated, “We recognise the value of digital media as a communication tool for careers development and will be using this medium more in the coming year.” Another highlight was the Virtual Careers Fair held in May, with more scheduled for later this year.

During lockdown, the School launched its Navigating COVID-19 Business Series, online, with faculty insights from various articles, podcasts and webinars. This included an Executive Education webinar series on the most pressing topics facing the business world and the COVID-19 Conversations Series on YouTube, created by Dean of Research, Professor Brian Lucey, to provide insights from Trinity Business experts on the global business impact of the crisis.

Another popular series was the weekly virtual HRM cafe that promoted discussions on how people and organisations could best cope with COVID-19 disruptions. Dr Na Fu, Director of the MSc in Human Resource Management, created the platform for HR students and professionals from Ireland and beyond, to connect and share ideas. Guest speakers joined from CIPD Ireland, Accenture, Robson College and more, for interactive discussions on topics such as agile working, digital tools and crisis management. Dr Fu observed, “The HRM virtual cafe was the ideal place for the business community to share and exchange knowledge and ideas. The excellent discussions generated prove that only working together will make us stronger.”

In April, a collaboration with Massachusetts Institute of Technology (MIT) provided practical exercises for would be Irish entrepreneurs in uncertain times. In the virtual three-part series, Professor Andrew Burke, sat down with Adjunct Professor Jonathan Ruane, Lecturer in the Global Economics and Management group at MIT to discuss ‘Entrepreneurial Skills & Mindset’ in a post-COVID World.

The Trinity Centre for Digital Business launched their online ‘In Conversation with Digital Leaders’ series and international symposium Symbotrack, a joint project with Politecnico di Milano School of Management and Audencia Business School.

Meanwhile, the School building became part of the national effort to flatten the curve when it hosted one of Ireland’s nine contact tracing centres between March and June, with collaboration from the HSE, Defence Forces and Tánaiste. The Dargan Theatre was also used as a base for the College’s Health team as they immunised newly qualified doctors.

It has been an amazing effort across Trinity Business School in managing the response to COVID-19, as well as pushing the development of the School forward. As we look towards the future of work and a transformed global economy, the focus is on preparing and developing the next generation of business leaders by providing the best possible education, support and resources to succeed during these uncertain times.

“The HRM virtual café was the ideal place for the business community to share and exchange knowledge and ideas. The excellent discussions generated prove that only working together will make us stronger.”

... Our ecosystem of people and processes responded so courageously to allow us to keep on doing what we do best, albeit within very different parameters.”
Developed by the Executive Education team in conjunction with Ibec, this online series of free seminars will explore key issues facing businesses and identify solutions and response frameworks.

These workshops help to shape-up businesses in the new environment. All are welcome to attend, but we especially encourage our Alumni community to reconnect. The focus is on the key challenges that businesses will face, such as cashflow, thriving in an economic downturn and shaping digital strategies. The campaign will focus on creating a sustainable recovery, taking into account ethical considerations, such as tackling the climate emergency and creating an inclusive society.

Our expertise will provide businesses from all over the globe with the short-term and long-term resilience strategies to not only survive, but compete in the post COVID-19 environment.

The aim is to bring the business community together to provide assistance to organisations and leaders, enabling enhanced performance in this challenging economic, political and social landscape. This changed environment requires us to reboot and reignite businesses so they are aligned with the opportunities and threats that lie ahead.

Book your place online at tcd.ie/business

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Reboot & Reignite Business

MSc Finance amongst the Top 5 across UK & Ireland

Trinity Business School ranked 1st Ireland, 5th across the UK and Ireland and 18th in the EU in the 2020 Global Masters in Finance rankings (pre-experience), produced by the Financial Times. Professor Andrew Burke said:

“Our MSc is now amongst the top 5 finance masters in the UK and Ireland. This is timely as Dublin’s IFSC continues to expand and it is important that firms have a local pool of graduates to hire from. I am especially proud of our expert and dedicated team of faculty and professional staff who continue to drive innovation and improvements in this programme. They fully deserve this latest accolade to add to the recent Eduniversal ranking placing this MSc as the number 1 corporate finance masters programme in Europe.”

Dr Aleksandar Šević, former MSc in Finance Programme Director added:

“Internationally diverse and gender-balanced student cohorts have had an opportunity to attend core-required modules modelled in accordance with the latest requirements forwarded by stakeholders in the financial industry, by the affiliate programme partner, Chartered Financial Analyst Institute, and by the programme partner, Chartered Alternative Investment Analyst Association. An important option for our students is to choose elective modules that are closely aligned with future career goals.”

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Trinity Business School continues to climb in World Rankings

Trinity Business School has risen to 11th position in Europe, 4th across the UK and Ireland, and 38th in the World in the 2020 Executive MBA rankings produced by The Economist. The programme scored especially high for diversity, achieving a ranking of 2nd globally and 1st in Europe for gender balance of students. Along with this, the school ranked 5th globally for gender balance of faculty.

The programme also ranked 4th for the percentage increase on students’ pre-EMBA salary after two years. Professor Amanda Shantz, Director of the Executive MBA, remarked, “The Trinity EMBA provides an exceptional learning experience that equips learners to accelerate their careers. We are delighted about this news but we can’t take the credit; the learners and alumni that make up the Trinity EMBA are the real stars – it is their hard work, passion for learning, and commitment to making the world a better place that has brought our programme to new heights.”

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Show your support at tcd.ie/campaign
The one-day event brought the university’s business and scientific community - industry partners, alumni, faculty and students - together to discuss the challenges and opportunities. We also welcomed former students to career development workshops and lifelong learning masterclasses on international business, business model design and innovation, leadership and econometrics.

Professor Andrew Burke, Dean of Trinity Business School, and Leonard Hobbs, Director of Trinity Research & Innovation were joined by a stellar line-up of international business experts and researchers. Keynote speakers included Frank Sixt, Executive Director at CK Hutchinson Holdings Ltd., Alice Dalahunt, Chief Digital Officer at Ralph Lauren, and Brendan McDonagh, Chair of Trinity Business School’s Advisory Board and Non-Executive Director at AIB.

Patricia King, General Secretary of ICTU, led a discussion on the disruptive potential of Europe’s Green Deal, jointly organised with the Institute of International and European Affairs (IDEA).

Trinity Business School celebrated the life of Prof. John Murphy and honoured his immense contribution to the School with the Murphy family.

→ Graphic artist Hazel Hurley illustrated in real-time the key talking points from the opening discussion on ‘Harnessing Borderless Business’.

→ Hands-on workshops explored strategic thinking for organisations, outlining environmental and socio-economic sustainability as key requirements for overall business planning.

→ In the panel discussion ‘What Climate Science Wants Business to Do’, writer Mark O’Connell discussed the eco-psychological, geo-physical and socio-economic scales of response with Dr Norah Campbell, Corporate Sustainability Officer Claire Igoe and researcher Dr Marc Hudson.

→ Following panel discussions on ethical leadership, sustainable business and tackling climate change, attendees enjoyed an entirely meat-free menu! The building’s restaurant offers vegetarian and vegan food options first.

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Inspiring Generations

The Campaign for Trinity College Dublin

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After careful consideration by a panel of experts from Trinity Careers Service, Trinity Business Alumni and Bank of Ireland, final year Computer Science and Business student Sinéad McAleer was selected as this year’s winner of the Trinity Business Student of the Year. The announcement was made on the 26th anniversary of the award programme, one of the most sustained and successful of all student awards in Ireland, supported by Bank of Ireland and the Trinity Business Alumni. The Award recognises and celebrates undergraduate final year students who have achieved excellence in a number of categories, including academic, athletic, entrepreneurial, and social engagement.

During her time at Trinity, Sinéad achieved academic excellence, while completing successful internships at JP Morgan and PwC. She played a key role in establishing the Trinity CoderDojo, a non-profit which has, to date, provided fun and free coding education to over 140 children. Additionally, she was the Vice-President of Trinity Entrepreneurial Society, was elected to the Trinity Hall JCR and was involved in the founding of the Trinity Business Review, an online business journal for students and alumni.

Excerpt from article written by Lisa Ardill at Siliconrepublic.com.

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“I would love to start my own business someday, and feel the network I have gained in Trinity will be of great assistance when that day comes. I definitely look forward to keeping in touch with Trinity and the Business School in the future, and to seeing how I can give back and assist future students.”

Sinéad McAleer, Business Student of the Year 2020 and Computer Science and Business graduate.

Could your Business Benefit from Matching with a ‘Covid Intern’?

Paddy Ryder and Rob Muldowney set up Covid Interns for two reasons: to help students find internships and to support Irish SMEs during the “difficult times” posed by the coronavirus.

Why did you set up Covid Interns?
Covid Interns is an attempt to pair SMEs struggling to adapt to the digitally dominated commercial world of the pandemic with students who can help that adaptation. The motivation is to help two groups of people by connecting them. We wanted to turn a negative into a positive.

How does it work? Do you match graduates with potential companies?
Pretty much. We receive CVs from our applicant volunteers and learn their desires, interests and availability. We receive contact from businesses and develop an understanding of what sort of assistance they’re looking for. We then go back to our database of volunteers and very deliberately select a candidate that can deliver valuable help to the partnered business based on their stated needs.

We send the candidate’s CV over to the business owner and if they like the volunteer they can reach out and finalise the terms of the volunteer placement.

Why would you recommend it for businesses?
Covid Interns offers businesses an opportunity to take on a new set of hands and get some assistance, fresh ideas and a sounding board for sole operators. Although COVID-19 has led to huge disruption and businesses are facing particularly tough times, every storm has a silver lining. In this instance, it is the opportunity for businesses to step back and reassess everything.

To summarise, our interns are skilled, enthusiastic and free. There is little – if anything – to lose, and a whole lot to potentially gain.

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Trinity Business School  
A Year in Pictures

- REO students couldn’t help but smile while graduating and avoiding the rain!

- Prof. Gerard McHugh hosted returning alumni for a tour of the new building as part of the alumni weekend held across campus.

- Trinity staff and students took part in the Great Dublin Bike Ride 2019 to raise funds for the Postgraduate Student Hardship Fund. The Trinity Team as a whole raised over €16,000.

- A busy postgraduate careers fair held in the foyer of the School.

- A busy, BES students couldn’t help but smile while graduating and avoiding the rain!

- A team of undergraduate students competed at the John Nolan Undergraduate Case Competition (UMUC).

- MBA alumni from all corners of the globe hosted an online fundraising trivia night to raise money for PPE equipment for Irish healthcare workers.

- Trinity Business School won the Education School Building Project of the Year at the Irish Building and Design Awards 2019.

- Undergraduate student winners of the Irish Tax Institute Students Fantasy Budget Competition: Claire Nolan, Leah Carroll & Laura Hydes with Frank Mitchell, President of Irish Tax Institute & James McMahon, Lecturer.

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Inside Pathways to Business

The Pathways to Business programme aims to increase the participation rates of economically disadvantaged students in courses offered by Trinity Business School, and to support them in their studies and career progression.

Pathways to Business is structured around three dimensions:

- **Participation**: This includes the forging of links with second-level schools to encourage more students from under-represented groups. Increased participation from mature students from socio-economically disadvantaged backgrounds is also encouraged. Key initiatives include an annual Summer School for final year students in partner secondary schools and offering a Business Studies module to TAP Foundation Programme students. This programme is aimed at students from disadvantaged backgrounds who undertake a full year of preparatory studies prior to commencing full degree programmes.

- **Progression**: We provide tailored supports to students throughout their studies. This has included some limited financial assistance, networking opportunities, mentoring, coaching and interview skills. We are working on a research project to analyse student progression and grade achievements and to identify where additional targeted supports may be useful.

- **Promotion**: We aim to maintain relationships with alumni as they pursue their subsequent careers. Based on their experiences, alumni can provide useful input to the further development of the programme and act as mentors for current students.

This initial phase has been funded from the School’s own resources and with the very generous support of a number of corporate and private partners. In 2020-21 and beyond we aim to significantly enhance the programme by developing further initiatives to encourage more students from under-represented backgrounds and to provide the financial and other supports that they require to fulfil their potential. We are actively seeking additional corporate and private partners who may be willing to provide financial contributions.

Contact Dr Paul Lyons to learn more.

MBAs Respond to Crisis

Trinity Executive MBA students have recently helped develop a new service with an Irish organisation called MyMind for frontline workers and those affected by COVID-19 in Ireland. The initiative, supported by Sláintecare and the HSE, provides access to free mental health support services through its online platform for those battling the pandemic.

As part of the Company Projects Module of the Trinity MBA programme, small student groups are paired with and work alongside senior management teams of organisations to deliver solutions to live business problems. When the MBA team paired with MyMind began their project in January 2020, none of them knew just how important their work would be.

With MyMind delivering almost 30,000 appointments in 2019, 2020 was set to be even busier, and so the organisation needed to find ways in which to deliver its services effectively. CEO Krystian Fikert, who has driven the organisation forward for the past 14 years, saw the need for a new approach, particularly during a pandemic where mental health has been firmly placed in the eye of the storm.

The Trinity MBA team conducted interviews and surveys to support recommendations on how MyMind could deliver its services through innovative partnerships, by leveraging core technology, and by unlocking key talent. Halfway through the project, they were faced with a global pandemic that affected them all in many ways, both personally and professionally.

Yet, they believed in the value of the project, and delivered their recommendations to Krystian and his team, enabling them to move forward with their plans for MyMind. Krystian, said “Working with Trinity MBA students gave us a fresh perspective on how to extend our services to those who need it most. Their research was thorough and provided us with a solid evidence base on which to make decisions.”

MyMind is now partnering with the HSE and Sláintecare, offering subsidised free-of-charge counselling for anyone impacted by COVID-19, particularly frontline workers who are bearing the brunt of the healthcare challenges.
Meet our New Faculty

Periklis Boumparis
Assistant Professor in Finance
Periklis’ research interests include corporate finance, financial economics and macrofinance. Originally from Chapel Hill, North Carolina, Periklis is an avid Carolina basketball fan. He also enjoys disc golf and mountain hikes.

Ashish Kumar Jha
Associate Professor in Data Analytics
Ashish holds a PhD in Information Systems and researches the areas of technology innovation and social media analysis. Ashish has interests in Hindi poetry and reads his hands in writing poems in Hindi.

Maximilian Schormair
Assistant Professor in Business Ethics
Maximilian received his doctoral degree in Business Ethics & Business Administration from the University of Hamburg. Maximilian is a huge movie enthusiast with a particular interest in Sci-Fi. He has easily watched George Lucas’ Star Wars trilogies over 100 times!

Daniel Malan
Assistant Professor in Business Ethics
Daniel holds a PhD in Business Administration from the University of Stellenbosch, and is currently co-chair of the Business Twenty (B20) Task Force on Integrity and Compliance.

Isilay Talay
Assistant Professor in Operations and Supply Chain Management
Isilay holds a PhD from Duke University Fuqua School of Business (USA). Isilay’s research focuses on applying stochastic optimization techniques to Operations and Supply Chain Management.

Kenneth Silver
Assistant Professor in Business Ethics
Kenneth Silver graduated with a doctorate in Philosophy from the University of Southern California. Kenneth researches on topics relevant to appropriate business conduct. Originally from Chapel Hill, North Carolina, Kenneth is an avid Carolina basketball fan. He also enjoys disc golf and mountain hikes.

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Executive Education & daa win Global Award

A bespoke and customised innovation leadership programme developed by Trinity Business School in conjunction with daa has won the Silver award in the Global 2020 EFMD Excellence in Practice Awards.

The EFMD Awards recognise excellence in the executive education space, in which programmes are designed and customised for organisations to facilitate transformation of both people and the organisation itself.

Trinity and daa’s Future Factory programme took the international award in the ‘Organisational Development’ category. Designed as a catalyst to embed a culture of innovation throughout daa, the programme serves as both a leadership development scheme and a platform for organisational change, particularly in the area of innovation.

Three innovation projects spun out of the programme are now actively in development with a potential estimated earning value of €1.2 million. Over 40% of the daa innovators from the 2019 scheme have achieved promotions and/or new roles.

Michael Flynn, Director of Executive Education, Trinity Business School, said: ‘‘We are honoured that our Future Factory initiative, and our collaboration with Trinity Business School has received the EiP Silver Award for Organisational Development from EFMD. This partnership between our two organisations exemplifies how we are fostering a culture of innovation by stimulating the hearts and minds of our colleagues through this customised programme. The Future Factory, which creates and tests new projects around the airport’s campus, has produced a range of initiatives enhancing the passenger journey through Dublin Airport. Its new challenge is to explore what initiatives can be developed to reflect this new COVID-19 era.’’

Learn more about our Executive Education Custom Programmes.

Inspiring Generations

The Campaign for Trinity College Dublin
Let’s not resuscitate the Frankenstein economy

COVID-19 has given us a once in a lifetime chance to create a sustainable future society and business in the future. It’s a second chance that we can’t ignore, says Andrew Burke.

As we start to plan and introduce measures to reignite business, we must be careful not to recreate a Frankenstein economy.

I say this because, before COVID-19, the economy was a monster of our own creation that was ultimately going to kill us and itself. It had created a climate catastrophe by selling goods and services that did not factor in the enormous cost to the environment in their production, distribution, consumption and disposal. It created a waste culture where perfectly good products from clothes, interior design and techy goods underwent ever more rapid forced obsolescence. In short, not only unsustainable but immoral consumerism in a world where inequality and stagnation are enduring realities.

To deliver this performance the Frankenstein economy had created a work-life balance horror show where dual income and long hours became the norm for most families who wanted to own their own home. There was a lot of unhappiness in the workforce but the intensity of competition was propelled in an ‘up or out’ culture where even successful career trajectories involved navigating a minefield to navigate in order to stay in employment beyond middle age.

Then came COVID-19.

It stopped business. It sent us home to work. It demanded that schools were closed and so we had to take our children home with us. Our Frankenstein economy was put to sleep with the promise of resuscitation. But then something unexpected happened while we were battling this disease while lamenting the loss of human lives and economic destruction that this deadly virus was causing. Amidst the emergency and chaos, a new socio-economic being began to emerge.

Driven by a rediscovery of the importance of friends, family and humanity, it provided the ability to step back from work to take a lifelong perspective on one’s own purpose and goals, values and importance of precious time spent with family, children and loved ones.

The COVID-19 lockdown became a trigger switch that recalibrated the work-life value exchange rate in favour of life. The same realisation occurred in a scenario of community spirit as well as admiring the brave front line workers who put their lives on the line to save others. The return to the workforce model of the pre-COVID-19 period not only came into question but against confrontation.

The appeal of resuscitating the Frankenstein economy was not only undesirable for society but it also doesn’t even make good economic sense. Remote working proved to be a productive surprise. Output not only continued but thrived. Facilitated by online meeting software such as MS Teams, Zoom, GoToMeeting etc., organisations not only managed to continue to function but in many cases advanced projects more rapidly. International projects and meetings were propelled forward and international business travel was shown to be far less needed than ever imagined before.

By accident, a key part of the solution to the climate change emergency became clearer. No need to commute to work every day, no need to take flights for meetings and less need for endless consumerism as people placed more importance on social well-being over the accumulation of possessions, short-term consumer hits and the hip status of always being at the forefront of the next consumer fad causing premature product obsolescence.

(10 years later…)

So, it’s easy to imagine that time has passed and disaster was averted by conscientious people who as business leaders, workers, consumers, investors and politicians actively chose not to revive the Frankenstein economy. In the new economy where remote working accounts for the majority of most firms’ workforce, the labour market became truly international and open to people all over the world. Global inequality receded as the geographic location of a worker’s residence became less relevant as an eligibility requirement to apply for a job. Third level education – facilitated by greater and more accessible online education – became more scalable and open to people all over the world and not just in rich countries.

A more educated workforce with higher standards of living placed less emphasis on having large families as a means of survival. The global population stopped growing and then declined to levels commensurate with a sustainable consumption which was no longer beyond the limits of the planet’s ecosystem. The climate disaster was averted as new eco-friendly economy and society emerged where the true environmental costs of products were embedded in all goods and services, where quality of life increased and mass consumption dropped to sustainable levels and where transport and travel became exceptional expenditures for business. A new globalisation occurred, this time not driven by imperial corporations, consumer cultures and political bullies, but more on a culture of mutual interdependence, welfare and co-operation; a view that ‘we are all in this together’ that can be traced back to a time when humanity across the Globe had to unite in the battle against COVID-19.

So, let’s not revive the Frankenstein economy as we start to plan our economic recovery. Instead, let’s renew and create a new economy for all people across all of society, the World and in particular the future generations who are not yet here to make their voices heard but who will pick up the tab for our consumer behaviour. Let’s leave behind the black and white horror show movies and move forward in a more diverse world where colour flourishes.

What can we do to help?

Business Schools can all support this. We need to start to get our own house in order by reducing air travel and carbon offsetting the flights that we do take, ban disposable plastic from our buildings, adopt an eco-friendly veggie-first food policy, reduce commuting with more remote working and move towards a carbon neutral education provider.

We must also do what we do best and that is to shape the leaders of the future. For example, here at Trinity Business School we are starting to take the initial steps along this journey. We are adopting the above changes to our operations and will explore more ambitious options as we continue to develop. In addition, we want to help businesses secure a recovery pathway which is both financially and environmentally sustainable. While we want to get business back to life, we don’t want to bring the old ‘Frankenstein economy’ with all of its issues.

We have launched the Reboot & Reignite Series which is free and open to all businesses. The aim is to bring the business community together to provide assistance to organisations and leaders, enabling them to better perform in this challenging economic, political and social landscape. This changed environment requires us to reboot and reignite businesses so they are aligned with the opportunities and threats that lie ahead.

We also want to share sustainable values where businesses are both inclusive and don’t exacerbate inequality. In many ways, the advice we impart reflects the aspirations and values of our own community at Trinity Business School.

We will also be offering a thought leadership series that will be focused on the issue of rebooting the way in which businesses work and operate, in order to achieve a much more responsible way of working with a wider understanding of stakeholders and purpose.

And, in the second stage of the initiative, we will be offering webinar series with an emphasis on recovery and growth, providing viewers with a checklist approach to strategic thinking around recovery. Trinity will also be offering aligned executive education programmes to help leaders in shaping their business recovery.

By coming together, we can create a future economy that works for us all, our businesses, and the planet too.
Latest Research from the Council on Business & Society

Since joining the Council on Business & Society alliance last year, Trinity Business School has offered its knowledge base and a number of solutions through its latest cutting edge faculty research.

This is an excerpt from Dr Tanusree Jain’s feature article in CoBS’ recent magazine issue, which highlights how properly bundled corporate boards are crucial in reducing and eventually preventing corporate social irresponsibility.

From their research, Prof. Jain and Zaman highlight that the number of incidents and the cost related to CSiR rose drastically from 2002 to 2013. Initially more pronounced in the manufacturing and finance industries, it has increased across all industries in recent times, notably following the global financial crisis. Tracking through the practices of the 1,591 firms in their study, Prof. Jain concludes that those which reward management for their CSR efforts are better positioned to proactively safeguard stakeholders against irresponsible corporate board irresponsibility.

The second is higher board director pay. This may be at odds with those who tend to link a fat pay cheque to shady dealings, but the fact is that pay acts as an incentive for boards to look after the long-term interests of shareholders and the firm and keep a sharper look out on what type of decisions their managers are making. Board independence also proved to have a significant positive effect, irrespective of the level of institutional ownership. As Prof. Tanusree Jain points out: “When properly structured, boards can substantially reduce stakeholder mismanagement.” And it might just keep your company from toppling Volkswagen at the top of the CSiR charts.

This governance bundle includes large and more independent boards, a board CSR committee, more women within boards, and with higher director activity. This research also found that the effectiveness of the bundle is likelier to sustain under two conditions, the first being institutional ownership, where a firm’s investors are made up of insurance companies, banks and endowment funds and so on. These have the resources, long-term vision and their reputation to safeguard to ensure that firms they invest in stick to the straight and narrow.

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Dr Tanusree Jain, Assistant Professor in Corporate Responsibility at Trinity Business School.

Read some snapshots of the best faculty thought leadership and research from the past year.

Do nonprofits disappear into thin air after they achieve their missions? Or can they re-orient around a new and different purpose? Assistant Professor Sheila Cannon from Trinity Business School and Professor Karin Kreutzer from EBS Universität für Wirtschaft und Recht take us down the road less taken.

Lockdown has changed the way millennials work. Says MSC in HRM student Christine Zdelar and Dr Michelle MacMahon. New research reveals how the pandemic has created a new state of working that makes resumption challenging for organisations. Millennials not only adjusted to social distancing measures but discovered new efficiencies for managing work performance that will be challenging to undo.

Dr Tanusree Jain, Louis Brennan, and Harry J. VanBuren II discuss how the true test of leadership comes during times of crisis. They discuss how we are witnessing the need for an empathetic and compassionate style of leadership which is visibly different than the norm and that exists beyond the C-suite. The leadership that is emerging in a COVID-19 world is one that is transcendent in nature.

Faculty Thought Leadership & Research

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A paper co-authored by Associate Professor Paul Ryan titled “Subsidiary knowledge creation in co-evolving contexts” was shortlisted for the 2019 International Business Review (IBR) Best Journal Paper of the Year Award.

Dr Amanda Shantz’s paper “Building an Ethically Strong Organization”, co-authored with Professor Katie Bailey of King’s Business School, won the MIT Sloan Management Review’s 2019 Richard Beckhard Memorial Prize. They examined why persistent unethical conduct occurs and what managers can do about it. The prize recognises the most outstanding article published by the journal on planned change and organizational development in the last year, and is judged by a panel of the MIT Sloan School of Management’s senior faculty members.

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Trinity Business Ethics Speaker Series
launching Thursday **8 October** 2020 at 17:00

Hosted by the School’s Centre for Social Innovation (CSI), the online series will explore contemporary issues in the field of business ethics. Leading scholars and practitioners will present research on a wide range of topics, including corporate sustainability, collective value, ethics in a digital age and corporate agency. Find the full schedule at [tcd.ie/business](http://tcd.ie/business).

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The Reboot & Reignite Business Series
launching Tuesday **22 September** 2020 at 13:00

Executive Education and Ibec bring together top academics, business leaders and industry experts in a series of online workshops to tease out important questions and challenges facing businesses today. The series runs every Tuesday from 13:00 to 14:15 until 10 November. Find details of the workshops and how to register at [tcd.ie/business/executive-education/reboot-reignite.php](http://tcd.ie/business/executive-education/reboot-reignite.php).