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INTRODUCTION FROM THE DEAN

This year has been one of transition for the college. Following the transfer of the executive education business to the Said Business School in November, we have spent much of the following two terms working out practical issues such as how to share services and space. Many of the staff now divide their time between the college and the business school, and this was potentially a very difficult period for them. However, they have risen to the challenge with great good humour and my impression, at the end of the academic year, is that they now feel relatively comfortable with their dual roles. Any remaining administrative loose ends will shortly be tied up, and Templeton will start the next academic year as a fully stand-alone graduate college.

A record number of students joined the college at the start of the year: 96, of whom 58 were on the Oxford MBA course, 14 were reading for research degrees in management studies, and 20 were studying for Oxford’s new MSc in Financial Economics. This means that in total there were just under 120 students who were members of the college during 2005/06. We certainly intend to maintain this number in the future, and perhaps increase it to 130. It is anticipated that by next year over half of our students will be accommodated between Rewley Abbey Court and Egrove.

Templeton has always been lucky in that it has attracted very high quality students. They have always been proactive in both furthering their own study and developing the social life based at the college. This has been even more noticeable as their numbers have increased. As we have been examining our strategy for the next few years, we have set out to be the college of choice for students at Said Business School and I hope that the students will benefit further from being the sole focus of attention.

For the time being, Templeton will remain as a college committed to management-related studies, a statement which allows us to diversify into one or two other fields of study. Indeed a mission of leadership for a sustainable world is beginning to emerge. We have already appointed our first non-management Fellow: Paul Montgomery (Evidence-Based Intervention) who will hold a post at the Department of Social Policy. He will join Mike Dudley, our new Bursar; Andrew White, who joined the college this year as Research Fellow in Strategic Innovation and Technology Management; and two other new Fellows due to join in September: Linda Scott (Marketing) and Mirela Predescu (Finance).

In the existing Fellowship, three Fellows recently were recognised by the University Distinctions Committee. Ian Kessler was appointed Reader in Employment Relations; Kunal Basu was awarded the title of Reader in Marketing; and Loizos Heracleous the title of Reader in Strategy. Glyn Pritchard, our former Chief Financial Officer, won this year’s Dean’s Prize, which honours outstanding efforts on behalf of the college. Roger Undy, one of our longest-serving and most distinguished Fellows, retired in February. He was always a great supporter of the college; we have enjoyed his company and valued his contributions.

Professor Michael Earl
Dean, Templeton College
A Year at Templeton College: the highlights

The academic year 2005/06 was one of great change for Templeton College. In Michaelmas Term it announced the transfer of its executive education business – which had been a key part of the college’s identity since its inception – to the Said Business School. The Templeton College building was also transferred to the University, and has now been renamed Egrove Park, housing both the college (as a tenant) and the executive education centre. As part of the same arrangement, Templeton College now owns Rewley Abbey Court, which contains excellent student accommodation in the city centre, and King Charles House, which, by providing a rental income, acts as an endowment, something that the college always previously lacked. Announcing this new development, Professor Michael Earl, Dean of Templeton College, said, ‘This reorganisation gives Templeton a wonderful opportunity to focus on being a very modern Oxford college, a hub of social and intellectual capital.’

The new focus was reflected during the year in improvements to the college’s resources; an ever more lively and entrepreneurial student body; a programme of events with a typical combination of academic and practical content; and numerous opportunities to meet and exchange ideas with our friends and alumni.
The Pierre Wack Memorial Library, donated to the college, was formally inaugurated in October. Pierre Wack, who died in 1997, led the Royal Dutch/Shell Group of Companies’ scenarios team and largely designed and refined this business tool. This acquisition helps symbolise our interest in futures in a practical way.

The themed Students’ Guest Dinners during 2005/06 were the most stunning yet, featuring inventive cuisine with well-chosen wines, a range of live music, and even ballet performances. And the Templeton spirit was exported outside Oxford as GCR social secretary Maja Korica organised exchange visits with Clare Hall, Cambridge.

Twenty-three Templeton students took part in the 16th MBA Olympics organised by HEC in Paris – a major event involving 2,200 students from the top 12 business schools in Europe, who competed in 25 sports including cricket, rugby, soccer, athletics, and swimming. The Oxford group – in which Templeton students formed the largest single collegiate presence – came top of the medium-sized schools.

Rowing continues to make its mark on the college community. Michael Smets, Judith Kleine Holthaus, and Seth Mars all took up rowing when they joined Templeton, and this year competed in Torpids, Eights, and the Head of the River Race in London.

The college awarded two conference grants to Templeton students from the Nautilus Fund, established last year. The grants were to DPhil student Tan Yang, to enable him to present a paper on his work on competitiveness and e-commerce at an international conference in Lefkada, and to DPhil student Stéphane Girod, who has been appointed a member of the Academy of Management’s Business Policy and Strategy doctoral consortium, to give a paper at the Academy’s conference in Atlanta on the evolution of restructuring in US Fortune 500 firms and its impact on their economic performance.

A research conference was held at Templeton in October 2005, linked with the METOKIS project (Methodology and Tools Infrastructure for the Creation of Knowledge Units). Participants included representatives from organisations as diverse as the BBC, BAE SYSTEMS, Oxfam, Demos, and the Big Blog Company.

The keynote speech at the CEOs and Chairs Dinner Discussion in November 2005 was delivered by ‘Business Leader of the Year’ Peter Erskine, CEO of O2. His talk on ‘Leading in Times of Rapid Change’ was the springboard into a vigorous debate on leadership and the development of strategy in a turbulent environment.

During the 25th gathering of the NHS Chairs Group, founded by Templeton Honorary Fellow Rosemary Stewart, topics for discussion included the outlook for the NHS, the implementation of the ‘Choose and Book’ scheme, and comparisons with the American health service.

In the run-up to the White Paper on the future of health and social care, and following the Green Paper published earlier in the year, Liam Byrne, Minister for Care Services in the Department of Health, commissioned the college to run a special workshop for members of the policy team to test some of the White Paper proposals.

In collaboration with international policy advisory firm the Centennial Group, the college held the first meeting of the Emerging Markets Forum. This brought together former heads of state, current and former ministers of finance, central bank governors, and corporate chief executives from 25 countries in Africa, the Americas, Asia, and Europe to discuss issues related to capital flows to and from emerging market countries.

Sam Longair, a Trinity College undergraduate reading Modern History, won the second Oxford Leadership Prize for his 15-minute audio presentation on Transparent Leadership. The distinguished panel of judges included BBC Director-General Mark Thompson; Ian Davis, Managing Director of McKinsey Worldwide; Sir Ian Blair, Commissioner of the Metropolitan Police; Paul Robertson, founder of the Medici String Quartet; and Sir Derek Morris, Provost of Oriel College.

In August 2005 members of the MPhil (Oxford Management Studies) class of 1980 returned to the college to catch up with old friends and new developments.

In October, the Templeton College Annual Reunion was well attended by more than 100 alumni from executive and degree programmes, as well as participants on the AMP who were resident in the college at the time. They enjoyed two seminars, led by Jonathan Reynolds and Loizos Heracleous, and the Annual Lecture, ‘The Importance of Risk-Taking’, delivered by Luke Johnson of Risk Capital Partners, who is Chairman of Channel 4.

The alumni network in West Africa held its first meeting in February 2006, coinciding with the CBC West Africa Investment Forum.
The Templeton Effect

We asked nine members of the Templeton community about their experience of the college and their hopes for its future.
Nicoletta Occhiocupo
Visiting Student

I joined Templeton College in October 2003 as a visiting PhD student from the University of Parma, having received a grant from the university to spend a year abroad. I then had the opportunity to extend my experience in Templeton for two more years. As my research focuses on marketing, and particularly retail and foodservice marketing, I was attracted to Oxford because of the high level of specialisation of the Oxford Institute of Retail Management. I knew little about Oxford itself, and still less about the college system, so blindly followed the advice of Jonathan Reynolds when he suggested that I apply to Templeton.

From the moment I arrived I felt welcome, as everyone I met seemed kind and helpful, and keen to make me feel at home. The college made a real effort to introduce me and my fellow students to life in Oxford and provided us with many opportunities to meet the other students – very different from the universities of Parma, and Barcelona, where I studied for my undergraduate degree. That let me appreciate and better understand the meaning of the collegiate system of the University of Oxford. It was also an advantage to be in a graduate college, with people of about the same age and at similar stages in their careers.

What surprised me most about Templeton College, and was I think one of the most important experiences of my time here, was how international it is. Getting to know so many people from different cultures was exciting and inspiring. Also, we were all united by the challenge of communicating in a second language. My experience has been enriched by the many opportunities we had to interact and exchange ideas with practitioners, through the Said executive education programmes that are held at Egrove Park, where Templeton College is based, and through various other meetings and events. In December 2005, I was chosen to assist the college in hosting the Emerging Market Forum, which gathered together senior leaders from business and government.

Being part of such a supportive community, I felt it was important for me to contribute personally, for example, by organising the student guest dinners. Despite being quite a big commitment, it was fun and very rewarding, because my fellow students and their guests enthusiastically responded and attended the events. It was good to feel that we had so much support from the college, but probably even better to know that we have in some way put Templeton ‘on the map’ in Oxford. I was delighted to receive a Nautilus Award, but I also gained so much else from the experience in terms of working with people, creativity, and organisation.

Templeton attracts people initially because of its specialisation in management, but incoming students soon find that their contributions to college life can really make a difference. I do hope that the college can remain the friendly and welcoming community that I have enjoyed being part of.

Stephen Barclay
Barclay Fellow

Stephen Barclay is an investment banker who specialises in micro and small-capitalisation companies, managing and advising entrepreneurs. He divides his time between this and a range of pro bono responsibilities and projects.

I feel as if I have always been part of Templeton College. My father, of course, was involved with it first when it was the Oxford Centre for Management Studies (OCMS) and he funded his benefaction through a trust of which I was a trustee. I became more actively involved with the college after my father’s death in 1992 – you could almost call it my inheritance!

It was only when I read the history of Templeton College that I realised how traumatic those early years of OCMS were, and how very volatile and uncertain the climate was. I feel a great deal of sympathy and admiration for those brave academics who really battled to get Management recognised as a discipline in Oxford, and who steered OCMS towards its Royal Charter and college status.

For 40 years OCMS/Templeton College battled also with fulfilling the dual role of executive education provider and graduate college. It must have been difficult: funding was always a worry, so they needed the executive education to provide an income, but I do think that it was at the expense of its identity and focus as a college.

Now, following the transfer of the executive education business, Templeton College can say for the first time that it is fully confident and able to look to the future with a sense of certainty. Much of this is due to the mature, sensible leadership of people such as Sir David Rowland, Michael Earl, and Sir Bruce MacPhail.

I have always enjoyed working with the college, and met a great many interesting people here. I am involved with a number of other Higher Education institutions and, consciously or unconsciously, I am always learning from each of them and applying that learning elsewhere.

There are a number of ways in which Templeton might develop in the future, but one thing that I would very much like to see is an expansion in the number of students and a widening of its focus beyond pure management. It is very easy for graduate students to focus single-mindedly on their subject, to the detriment of their broader education, and a wider range of students in the college environment would guard against that. I also hope that Templeton College will be in a position to offer more scholarships and bursaries. There are a lot of students, both in the UK and abroad, who would benefit from studying at this college and this university but who face financial barriers. The more we can do to break down those barriers, the better.
I chose Templeton College after David Feeny agreed to be my supervisor. Templeton is the base for the Oxford Institute of Information Management and the research faculty include world-renowned IT experts such as Michael Earl, David Feeny, Leslie Willcocks, and Chris Sauer. It is the place where my research interest found its natural home.

The college helps students to maintain an excellent balance between study and social life. In addition to study, all Templeton students have the opportunity to enjoy various events (for example, the Emerging Markets Forum (EMF) which was held here, and the executive education programmes), student activities (rowing, guest night and exchange dinners), and to meet a variety of practitioners and other interesting people who visit the college.

My experience at Templeton has been extraordinarily rich. As well as successfully passing my DPhil transfer viva thanks to the support of my supervisor and examiners, I have been encouraged to sharpen my research skills through working as a research assistant for Chris Sauer, Rafael Ramirez, and Marc Thompson. Thanks to guidance from David Feeny, my paper on E-commerce Technology and Firm Performance has been accepted to be presented at the 10th International Conference on Small and Medium Sized Enterprises: Management – Marketing – Economic Aspects in Athens, Greece. And I have been awarded the Cumming Saga award to work with Rafael Ramirez and Marc Thompson on the Strategic Renewal Research Project in conjunction with Shell and the European Patent Office.

On the non-academic front, I have had the honour of serving as the College’s Junior Dean and of enjoying those wonderful activities and events organised by the GCR.

In the future, I would like to see Templeton moving to a central Oxford location and dramatically increasing its student numbers. I think it could expand its role as a specialist college for postgraduate management students to include other academic disciplines and even undergraduate students. And I would hope it could continue to hold large-scale and high profile events along the lines of the EMF.
Andromache Athanasopoulou
Research and Teaching Assistant

I graduated in 1998 with a first degree in Business Administration from Athens University of Economics and Business. From 1999 to 2000 I worked as a settlements assistant in the Securities department of Citibank Athens with responsibility for the settlement of foreign institutional investors’ transactions in the Athens Stock Exchange. In 2000–01 I read for an MBA at the Said Business School as a member of Templeton College. In 2002 I returned to Oxford to do an MSc in Management Research, and in 2003 I started the University’s DPhil in Management, again as a member of Templeton College.

When I decided to do the MBA it was with a view to pursuing a managerial career in banking. However, my experience at Oxford made me realise that the life and career that I really wanted was not in business, but in academia, since I enjoy teaching and research more than anything else.

Templeton offers an excellent environment for a student to develop both academically and personally. It has something serene and sheltered, which encourages reflection and research. Its student community is lively, and the mix of MBA, MSc, and DPhil students creates a group of students who are both diverse and similar.

Furthermore, the college offers a number of funding opportunities to its students which alleviate some of the pressure for funding one’s studies. I feel privileged for having been awarded the Rosemary Stewart Scholarship and more recently the Cumming Saga award. Both, besides being honours, have also mitigated some of my funding concerns and pressures and have allowed me to be more focused on my studies.

Also, Templeton really offers the opportunity for students to develop themselves career-wise from as early as the beginning of their DPhil, if they want to. There are a number of research opportunities related to Templeton College Fellows’ work in which students are given the opportunity to participate. An example of that is the research and teaching assistantships offered through the Cumming Saga award scheme. Through this scheme since March 2005 I have been working as a research and teaching assistant on the Oxford Introduction to Scenarios programme. This has been a valuable experience and has significantly enhanced my CV.

Templeton College and Oxford University in general have helped me to ‘see the world’ more open-mindedly, question what is taken for granted, reflect, and pursue excellence.

For the future, I think that the expansion of the college site to the city centre is particularly useful not only in terms of its ability to offer more student accommodation, but also because it will help Templeton to become more well-known among Oxford colleges. I would like to see it strengthen its research activities and develop research events – it could organise specialised research workshops for example, or even research programmes. But above all I think it is vital that the college retains its unique identity and strong sense of community.
Tim Royal  
Domestic Bursar

Tim has worked for the college for twenty-six years – as a chef, Head Chef and now Domestic Bursar, a role he combines with Operations Manager for Executive Education.

I came here as a part-time waiter when I was at catering college and took to the place – which seemed also to take to me. So what have been the anchors that have held me here for over twenty years?

Being chef was hugely fulfilling. I cooked for many VIPs but my biggest highs have always been producing a meal on a normal day and hearing customers say how much they enjoyed it. Working with a close-knit team under the pressure of tight deadlines gave me great pleasure and helped forge extremely strong working relationships. In my time at Templeton I have been lucky to work under a variety of chefs, all of whom combined a passion for food with an enthusiasm for passing on their skills and developing their staff. Being able to hand on the kitchen successfully to Darren Lomas has shown me the value of investing in staff for the future. What I value most are the opportunities – for myself and also for other people. Leading an integrated group of service providers at the college has been both productive and personally satisfying. Templeton’s culture is very hands-off. Being encouraged to be a self-starter and develop your own ideas is a really positive aspect. Fear of change has never got in the way of benefiting the customer.

A subject I am passionate about is sport. It is a hugely important part of college life. Having been a token member of many college teams in the past, I understand what great publicity Templeton sport can generate. Many years ago I spoke at the opening of the Templeton Boat House alongside Matthew Pinsent – who has gone on to a rather more successful rowing career than myself! It is great now to see the boathouse in use and the Templeton flag flying at major university events.

So, my anchors to the college are clear: being able to play my part in building a community, the opportunity for self-development and an ever-changing menu of demands. Now is a massive time of change for the college, and there are hard decisions to be taken about its future but I hope that its opportunities and distinctive culture don’t get lost in the process.
Marshall Young
Vice Chairman and Fellow in Strategic Leadership

Marshall Young was the first person whom Oxford registered for an MPhil in Management Studies, later completing a DPhil in the subject at the Oxford Centre for Management Studies (OCMS), while a member of New College. After a period in business he rejoined OCMS, which by then had become Templeton College, to pursue research and was elected Fellow in Business Policy and Quantitative Methods in 1976. Three years later he left to become a director of strategy consultants BKA, then joined Thorn EMI Home Electronics International. Subsequently, he led a management buy-out to establish a specialist, multimedia publishing company, of which he remains chairman. In 1995 he returned to Templeton as Fellow in Strategic Leadership. A former Dean and Vice-President of the College, he directs the Oxford Strategic Leadership Programme and also teaches on Oxford’s graduate management programmes.

I've been involved with the college on three separate occasions, and each time I have found it to be an extremely encouraging environment. As a young practitioner coming back to do research in the 1970s, I got wonderful academic support in the new areas that I wanted to explore. I found here a deep acceptance of the importance of practice and a sense of comfort in dealing with practitioners. Subsequently as a junior member of the College faculty, my work combined academic teaching on the Oxford MPhil programme with executive education and organising strategy workshops for boards of senior directors. That was a very stretching and demanding experience – but again I was greatly helped by being able to work in a context that was strongly sympathetic to the application of management studies. When I returned in 1995, I focused on executive education and I enjoyed the enormous advantage, before taking over directorship of the Oxford Strategic Leadership Programme, of being able to work with Sir Douglas Hague, the previous co-director of the programme. In him I found a marvellous duality – academic rigour and empathy with practice – and it is in that spirit that I have since tried to develop the programme. If asked to define the essence of Templeton culture, I would say that it somehow successfully manages to combine the practical, edgy intellectual thrust typical of leading professional organisations with the individual support and personal encouragement of the collegiate context.

As a graduate college, Templeton can now focus on attracting the best students and young researchers in the world to continue to work with reflective practitioners on the college's long standing interest in improving effective practice and policy formulation.

Keith Ruddle
Fellow in Leadership, Organisation and Change

After a 19-year career with Andersen Consulting (now Accenture) Keith came to Templeton in 1994, where, after completing a doctorate on transformational change, he was elected a Fellow in 2000. He has advised on strategic change for companies at Board level and also in Whitehall. In June 2006, working with Number Ten and the Cabinet Office, he chaired a major conference on public service reform for the National School of Government.

I first came into contact with the college as a customer when I commissioned some programmes for Andersen partners. This led to an Associate Fellowship – and then into being seduced into doing a doctorate by the then Dean, John McGee.

Basically I got involved with Templeton because I wanted to spend more time working with senior executives, thinking, reflecting, learning and helping them – and me – develop new ideas on how to change the world of management. There is no real freedom or time to do that in consultancy. The monkey is on your back all the time. You don’t have the opportunity to be in the conversation.

Traditionally, consultants use their expertise to provide solutions. However, here we act far more as facilitators, providing a context in which executives can find their own solutions.

Templeton has given me personal freedom – but perhaps that is not quite the right word. It has given me the chance to lead a debate around new ideas. There are very few boundaries and constraints here. It gives you the freedom to use its resources – intellectual, collegiate and physical – to pursue new interests with others. It stimulates you, generates a feeling of ‘Hey, I’ve got a new idea! Let’s organise a discussion around “x”. Let’s explore it together.’ The place itself encourages you to bring people in. There is freedom and flexibility in the environment here that helps you pursue things that are not on the curriculum.

The college provides a locus for people like me who aren’t conventional academics. I suppose you could describe me as an outsider working on the inside who also wears several other hats! There is a role for the college to teach and develop that kind of role – to encourage cross-thinking and integration, to bring together people not necessarily all of one type, to create a kind of melting pot in and around a conventional university department and conventional managerial thinking.
The Templeton Effect

Sue Dopson
Fellow in Organisational Behaviour

Having worked in Personnel in the National Health Service for a couple of years, I came to Templeton in 1985 to work with Rosemary Stewart on a study of new kinds of managers in the NHS. It was one of the toughest jobs I have had, but also the most important, as it started my career at Templeton.

After the first project, I worked on another study with Rosemary on the changing role of the middle manager. I then applied for and got a research fellowship and began teaching on some executive education programmes as well as doing some university work.

I didn’t really know anything about Templeton when I first came here. I knew a lot about Rosemary and a little bit about Oxford – but, to be honest, I didn’t really think much about the college itself beyond being naïvely surprised at its modern buildings.

However, I soon found it to be a joyous place. Templeton has always had a family-type feeling, with supportive colleagues who are interested in what others are doing. It has never really felt like coming to work. I have particularly enjoyed the working relationships I developed with other Fellows and with the administrative staff.

A significant event for me was being asked to become senior tutor in 1997. I suddenly felt very grown-up, after having always been the junior member. I worked with David Feeny and Sir David Rowland – and learnt so much from them, especially in the non-academic arena. It was also wonderful to meet so many very interesting Templeton students, whose different perspectives, backgrounds, and opinions have always been very refreshing.

Throughout my career here I have been lucky enough to have worked with very supportive senior colleagues, such as Rosemary Stewart, Keith Blois, and David Feeny, who at various key points have taken a risk and nurtured quite an unconventional person (in Oxford academic terms, at any rate). They gave me opportunities and confidence in equal measure.

Now that Templeton has freed itself of its historical entanglement with executive education, I hope that it will engage in a period of reflection and think very carefully about its identity and what it can contribute beyond what the Said Business School already offers. We are at a crossroads now, but an exciting one.

Michael Smets
Boat Club Captain

Michael is working on a doctorate on ‘Internationalisation as an Opportunity for Institutional Entrepreneurship and Change’. He serves as the graduate student representative to the college’s governing body and – as someone who describes himself as ‘passionate about sport’ is also a highly committed captain of the Templeton boat club.

Before coming to Oxford I gained professional experience in Germany and China managing projects in e-commerce, knowledge management and event marketing. I even ran my own event marketing agency for five years. My master-plan at that point was very mainstream – to have a break-out year, get a masters degree, then go into consulting. Now that has all changed. I am planning a full-time academic career, possibly in Britain or North America.

I have found Templeton a very congenial and conducive environment. It is the only place I have been in that claims to be a caring or ‘familial’ organisation and fully lives up to its reputation. I’m working on a doctorate on the entrepreneurial opportunities released for professional service firms by globalisation, and I get a lot of very close academic support here – especially from the college fellow, Tim Morris, who is also one of my doctoral supervisors.

What I like about Templeton is that everyone you meet here has something to say about management and is willing to share insights and experiences. As a result you benefit from a lot of synergies. Only this morning a fellow student showed me one of her papers, and I found it had a bearing on my work. You find a progressive interlacing of the generations here – from MScs through DPhils and beyond. Everyone shares the same interest in management but brings a new angle to it.

Sport plays a very important role in Templeton in attracting students to the college and, once here, lifts their self-esteem and helps them to bond together. Externally, it is an excellent way to raise Templeton’s profile among the broader community of Oxford colleges. Internally, it strengthens the ‘social glue’ of the community. I’ve known many students who have become very close friends through rowing together.

Templeton I would describe as a young but mature community – and, as far as its students are concerned, a very grown-up and sophisticated community. Ultimately, though, Templeton comes down to people. It is what they make it. Its students get a chance to re-shape it every year.
Students

THE STUDENT BODY 2005/06

STUDENT SCHOLARSHIPS AND AWARDS

Leyland Scholarship 2005/06
Judith Kleine Holthaus (DPhil)

Rosemary Stewart 2005/06
Andromache Athanasopoulou (DPhil)

Cuminga Saga Award 2005/06
Tan Yang (DPhil)

Cuminga Saga Award 2005/06
Andromache Athanasopoulou (DPhil)

Nautilus Awards

Academic Awards for 2004/05
Andrew Brittain (MBA)
Pinar Cankurtaran (MSc)
Stéphane Girod (DPhil)
Alina Kudina (DPhil)
Shashank Verma (MBA)

College Citizenship
Siva Sundaram (MBA) for his work as GCR President
Maja Korica (MSc) for her work as GCR Vice President and Social Secretary
Nicoletta Occhiocupo (Visiting PhD Student) and Paul Hwang (MSc) for their work as Student Guest Dinner Officers

Sports
Michael Smets (DPhil), Judith Kleine Holthaus (DPhil) and Seth Mars (MBA) for their achievements in college rowing

‘Templeton students ... have always been proactive in both furthering their own study and developing the social life based at the college’

GCR OFFICERS

GCR President
Siva Sundaram (MBA)
GCR Vice President and Social Secretary (Onsite)
Maja Korica (MSc)
GCR Manager
Joshua Steiner (MBA)
GCR Treasurer
Suman Banerjee (MBA)
Social Secretaries (Offsite)
Chad Bettac (MBA)
Johannah Dods (MBA)
Guest Dinner Officers
Nicoletta Occhiocupo (Visiting PhD Student)
Paul Hwang (MSc)

Student Representative
Michael Smets (DPhil)
Student Editorial Representative
Stéphane Girod (DPhil)
Tennis, Squash and General Sports Officer
Denis Horellou (MBA)
Boat Club President
Judith Kleine Holthaus (DPhil)
Boat Club Captain
Michael Smets (DPhil)
Publications

by Templeton College Fellows and Students 2005/06


Reynolds, J. ‘Brands that customers trust’ European Retail Digest 48: 18–23


Heracleous, Loizos ‘Discourse and organization’ Cambridge University Press.


Willcocks, L. and Feeny, D. ‘IT outsourcing and core IS capabilities: challenges and lessons at Dupont’ Information Systems Management 23:1 49–56

Heracleous, Loizos ‘A tale of three discourses: the dominant, the strategic and the marginalized’ Journal of Management Studies

Dopson, S. and Fitzgerald, L. ‘The role of the middle manager in the implementation of evidence-based health care’ Journal of Nursing Management. 14:1 43–51

Heracleous, Loizos and Wirtz, J. ‘Biometrics: the next frontier in service excellence, productivity and security in the service sector’ Managing Service Quality 16:1 12–22

Kessler, I., Heron, P. and Gagnon, S. ‘The fragmentation of pay determination in the British civil service: A union member perspective’ Personnel Review 35:1 6–28

Breu, Karin and Hemingway, C. ‘The impact of mobile and wireless technology on knowledge workers: an exploratory study’ 13th European Conference of Information Systems (ECIS)

White, A. and Breu, Karin ‘Mobile technologies in the supply chain: emerging empirical evidence of applications and benefits’ 6th World Congress on the Management of e-Business

Heracleous, Loizos ‘Constructing shared understandings: the role of embodied metaphors in organization development’ Academy of Management Proceedings


Heracleous, Loizos and Singh, K. ‘SingTel: venturing into the region’ Asian Case Research Journal. 9:1 37-60

Basu, K. and Palazzo, Guido ‘An Inductive Typology of Corporate Social Responsibility’ Best paper proceedings of the annual meeting of the Academy of Management Conference

Ruddle, K., Ramirez, R. and Giord, S. ‘Links between innovation and strategic renewal: an exploratory study in Europe’ British Academy of Management Conference


Ruddle, K. ‘Leading conversations in the boardroom’ Deloitte Annual UK Partners Conference


Blois, Keith ‘Self-interest and not benign power – a comment on Hingley’s “Power to all our Friends”’ Industrial Marketing Management 34 859–862

Dopson, S. ‘The diffusion of medical innovations: can figurational sociology contribute?’ Organization Studies 26:8 1125–1144


Basu, K. Racists Weidenfeld and Nicolson

Basu, K. ‘Merging brands after mergers’ CMR 48:4 28–40
Fellows

Michael Earl
Dean and Fellow in Information Management and Business Strategy

Marshall Young
Vice Chairman and Fellow in Strategic Leadership

Ian Kessler
Senior Tutor and Fellow in Human Resource Management

Fiona Anderson-Gough
Accounting

Kunal Basu
Fellow in Strategic Marketing

Keith Blois
Fellow in Industrial Marketing

Karin Breu
Fellow in Information Management

Sue Dopson
Fellow in Organisational Behaviour

David Feeny
Fellow in Information Management

Loizos Heracleous
Fellow in Strategy and Organisation

Elizabeth Howard
Fellow in Retailing

Gerd Islei
Fellow in Information Management

Tim Morris
Professor of Management Studies

Rafael Ramirez
Fellow in Strategic Management

Jonathan Reynolds
Fellow in Retail Marketing

Keith Ruddle
Fellow in Leadership, Organisation and Change

Mari Sako
P&O Professor of Management Studies

Jeff Sampler
Fellow in Management of Strategy and Technology

Chris Sauer
Fellow in Information Management

Marc Thompson
Fellow in Employee Relations

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THE NAUTILUS FUND

The college launched an annual fund – the Nautilus Fund – as part of the 40th and 10th Anniversary celebrations last year. The Fund is designed to promote regular giving amongst alumni, faculty and friends in order to enrich facilities and opportunities, particularly, but not exclusively, for students at Templeton.

Over £40,000 has been donated to the Fund in its first year. Increasing numbers of alumni from our worldwide community have used the Fund as an opportunity to demonstrate their gratitude to Templeton and to support future developments at the College.

Allocations for 2005/06 from the Fund include:

- One Nautilus Scholarship for a new entrant student (for the next three years)
- Three Nautilus Travel Grants (for the next three years)
- Three Nautilus Conference Grants (for the next three years)
- Support for the College Boat Club website
- Provision for extra facilities in the Graduate Common Room at Egrove

If you would like to find out more about how you can add your support by making a gift, please contact Emma Robinson on +44 (0)1865 422733 or nautilusfund@templeton.ox.ac.uk for further details.