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Cover photograph:
Sunset over Kennington
by Michael Weeks (MSc, DPhil)
Templeton College is nearing the end of a sustained period of continuous change. While we enjoyed our first full years as a ‘pure-play’ graduate college, following the transfer of our executive education business to the Said Business School in November 2005, it has also been a period of intense discussions and momentous decisions, as in July 2007 we announced our intention of merging with Green College to form Green Templeton College in October 2008.

Even in the business world, where, in some sectors, a stream of mergers and acquisitions is almost a way of life, it is rare to find an organisation that can maintain this level of change whilst retaining both staff and morale. In Oxford, where, typically, open-mindedness and an eagerness to embrace radical new ideas go hand in hand with stubborn resistance to even the smallest alteration in daily routine, one would imagine that it would be impossible. In fact, I have been absolutely delighted with the positive response to our merger plans, particularly amongst the students, who have lost no time in becoming acquainted with their counterparts at Green College, and who in many ways are leading the way in thinking about the future shape of Green Templeton College.

As you can see from the contents of this Review, Templeton has plenty to bring to the new college, from sporting prowess (four Blues amongst only 130 students is quite an achievement!) to academic distinction amongst both Fellows and students, not to mention experience in the organisation of glittering social events. The College’s intellectual heritage has been captured in a new book, published in celebration of our 40th anniversary last year: *Mapping the Management Journey: Practice, Theory, and Context*, edited by Sue Dopson, Michael Earl and Peter Snow, and published by Oxford University Press. We have drawn on some of the chapters from this book in writing the Review.

In the Fellowship, Richard Greenhalgh stood down as Chairman of Governing Body, after having steered us effectively through the first stage of our great change marathon. He remains a Barclay Fellow and we continue to be grateful for his wise contributions. Angela Wilkinson joined the College in November 2006 as Research Fellow in Scenarios and Futures. She is Director of Scenario Planning and Futures Research at the James Martin Institute and also directs the Oxford Programme on Scenarios. In April 2008 we elected a second Research Fellow: Eduardo Lopez, Director of Scenarios and Futures Research at the James Martin Institute. We also elected four new Governing Body Fellows: Catherine Dolan, University Lecturer in Marketing and a noted scholar on ethical aspects of consumption, commodity production, and gender; Paul Montgomery, University Lecturer in the Centre for Evidence Based Intervention and a specialist in evidence-based social intervention; Felix Reed-Tsochas, who holds the James Martin Lectureship in Complex Systems and models organisational interactions and behaviour; and Linda Scott, University Lecturer in Marketing and an authority on cultural marketing issues. Andrew White and Richard Cuthbertson, previously Research Fellows, became Governing Body Fellows in January 2007.

I feel proud to have been the Dean of this remarkable College, and lucky to have met so many interesting and inspiring people amongst its Fellows, students, and alumni. I look forward to a continuing relationship with them as members of Green Templeton College.

Professor Michael Earl
Dean, Templeton College
Student life

- Student numbers have continued to grow, with 131 graduate students in the College in 2006/07 and 136 in 2007/08.

- In October 2006 a reception marked the opening of the new common room at the College’s central student annexe, Rewley Abbey Court (RAC), following work to renovate the area. Containing a range of tables and leather sofas, a TV, table-tennis table and a small adjacent pantry, and opening on to a patio with picnic benches next to the Mill Stream, it is intended to provide a social focus for the community of students and their families living at RAC.

- The College seems to have maintained its reputation for organising some of the most popular management student entertainments in Oxford. The student guest dinners in Michaelmas Term 2006 and 2007 recreated ‘A Night at the Opera’, while the newly-instituted Summer Ball in 2007 adopted a Great Gatsby theme. The 2008 Ball, the last to be held at Egrove, had a Mardi Gras theme.

- Graduate students from other colleges were shown that there is life outside the Ring Road thanks to a highly successful programme of Exchange Events organised by the Templeton GCR during both years.

Sport

- Green Templeton College will start life with a thriving Boat Club, following years of determination and success from Templeton rowing teams.

- A final triumph for the Templeton-Hertford co-operation was winning blades in the Torpids 2008 rowing competition.

- In 2007, Michael Smets, DPhil and Boat Club President, became the first Templeton student to represent Oxford University in a varsity boat race against Cambridge. Also, aged 29 on race day he was the oldest Oxford athlete in the history of the lightweight boat races.

- Dylan Alexander became the only Templeton College student to gain a Blue for Rugby when he played as an Oxford lock forward in the annual Varsity Match against Cambridge University in December 2006.
• MSc student Maria Agustdottir upheld the Templeton tradition for sporting achievement by gaining a Blue for Football, playing as goalie for the Oxford University Women's Association Football team against Cambridge in March 2007. It was a close-fought match but Oxford eventually won 4 – 3 on a penalty shoot-out.

• Meanwhile, almost exactly a year later; Roy Nyberg, MSc student in Management Research, gained a Blue playing for Oxford in the 88th Ice Hockey Varsity Match against Cambridge. Oxford won the game convincingly 8-I in front of an excited crowd of nearly 700 people at the Oxford Ice Rink in March 2008.

Research highlights

• Fellow in Strategic Leadership Marshall Young spent seven days in China as a member of a ‘knowledge exchange’ visit organised under the auspices of the Oxford China Leadership programme run by the University’s Department for Continuing Education. The sixteen-person British party consisting of Oxford and government representatives, spent several days in Shanghai, and Guangchou.

• Fellow in Strategic Management, Rafael Ramirez, and Fellow in Employee Relations, Marc Thompson, together with Templeton doctoral student, Stéphane Girod, who are conducting the Said Business School Strategic Renewal Research Programme (SRRP), presented key findings emerging from the programme at a panel during the Strategic Management Society Conference in Vienna in early November 2006. As well as the Oxford delegates the panel included executives from the two organisations sponsoring the Oxford programme, Shell and the European Patent Office. The Oxford SRRP Programme, directed by Rafael and Marc, is a three-year research programme which aim is to improve our understanding of the links between innovation and strategic renewal and at improving their practice in large organisations.

• ‘Social capital, intellectual capital and the organizational advantage’, an article published by Janine Nahapiet and Sumantra Ghoshal in the Academy of Management Review in 1998, was ranked the fifth most influential article in the field of strategic management to appear the last twenty-six years according to a citation analysis published by the official journal of the British Academy of Management.

• College Fellow in Information Management Chris Sauer was one of the contributors to the American Management Association’s Handbook of Project Management, which was recently named by the Project Management Institute (PMI) as the winner of its 2007 David I Cleland Literature Award at the PMI’s Global Congress in Atlanta. The Handbook is a collection of 37 articles by leading project management thinkers, and Chris’s article, ‘Building Organizational Project Management Capability: Learning From Engineering and Construction’, draws lessons from his studies of what the IT sector can learn about project management capability in these fields.
Green College alumna Carmen Jurayle was the winner of the 2007 Oxford Leadership Prize, which asked, ‘How the successful leaders of tomorrow will address the challenge of sustainability’. Carmen, who completed an MSc in Corporate Social Policy at Green College in 2006 and now works as a research officer on sustainable investment at Bath University, won the top prize of £3,500 for a well-argued and documented essay entitled ‘Translate, Tell the Story and Take the Risks’.

Notable events

- ‘The Environment and Business in the 21st Century: Risks, Rewards and Responses’ was the subject of the 2006 Barclay Foundation Lecture delivered at the College by Tom Burke, Visiting Professor at Imperial College and University College, London, and Environmental Advisor to the Rio Tinto company.
- The 2008 Barclay Foundation Lecture was given by Richard Lambert, Director-General of the Confederation of British Industry (CBI) and a former Editor of the Financial Times. He put the current credit crunch into context by looking at 300 years of financial crises in a lecture entitled: ‘Financial shocks: the lessons from history’.
- Friday 16 November 2007 witnessed a glittering dinner that celebrated the anniversary of the OSLP, originally launched by the College in 1982. The event brought together some 80 guests, including representatives from the first to the most recent programme. ‘We may not have changed the world as we initially hoped,’ said Sir Douglas in his pre-dinner speech, ‘but we have certainly had an impact on the careers of our alumni.’ The philosophy of the programme had always been ‘education in its original sense: drawing out, not pushing knowledge into people.’ He paid tribute to the programme’s many faculty, tutors and speakers and the administrators ‘who this week have really surpassed themselves’, in particular Dorothy Cooke, ‘the ultimate completer-finisher in team role terms’.
- The second Oxford Futures Forum, ‘Sense-making and Scenarios’, was held on 14 and 15 April 2008, with three Templeton students – Trudi Lang (DPhil), Cesar Aya (MBA) and Deniza Hazarbasanova (MSc in Management Research) – together with four other Oxford Management students acting as note-takers. The Oxford Futures Forum was launched in 2005 by Fellow in Strategic Management Rafael Ramirez and Associate Fellow Kees van der Heijden. The 2008 Forum, a partnership between Templeton College and the Said Business School’s James Martin Institute (JMI), was coordinated by Angela Wilkinson, College Research Fellow and Director of Scenarios and Futures Research at the JMI, who serves on the Forum’s organising committee alongside Rafael.
- One hundred guests gathered to celebrate Templeton’s annual reunion on 20 October 2006. It was a gathering that reflected the full range of the College’s members and activities, past and present: current Fellows, students and staff, former MPhil and MSc graduates, together with many alumni from executive programmes such as SMDP, AMP, OSLP and the Introduction to Scenarios.
- In 2007, Templeton participated in the Oxford Alumni Weekend organised by the University, holding a drinks reception at Rewley Abbey Court and a Reunion Dinner at the College.
- In April 2008, the Dean, Professor Michael Earl, his wife Alison, and Fellow and Director of External Relations Dorothy Cooke represented the College at Oxford University’s North American Reunion in New York. At the welcoming ceremony the banners of Templeton and Green colleges hanging side by side above a shared table attracted widespread interest in view of the forthcoming merger between the two colleges, and the Warden of Green College, Dr Colin Bundy, joined the Templeton group to discuss progress with members. At the end of a busy day of seminars on Saturday, Templeton and Green hosted a joint reception and dinner at the Princeton Club, attended by some fifty alumni drawn roughly equally from both colleges.
- Students, Fellows, and staff old and new all brought their families to enjoy a warm summer afternoon on the lawns at the Farewell to Egrove barbeque and party on 28 June 2008. Children raced between the bouncy castle, coconut shy, and magic show, devouring ice-cream, while the adults enjoyed a more sedate time catching up on current news and reminiscing with old friends. As one guest remarked, it was ‘a day of wonderfully typical and traditional OCSM/Templeton hospitality and friendship.’
- The Dean’s Prize is awarded annually to the person who has made an outstanding contribution to the College. The winner of the Dean’s Prize for 2007 was Domestic Bursar Tim Royal for his contribution to the style, service orientation, and ethos of the College. The 2008 Dean’s Prize was awarded to Dorothy Cooke, who retired at the end of the academic year 2008, in recognition of her attentive concern for alumni relations (and memory of old members), her devotion to maintaining College standards of service, and her work in promoting the College.
Sir John Templeton dies at 95

The College was saddened to learn of the death of Sir John Templeton on 8 July 2008 in Nassau.

In 1983 Sir John gave the then Oxford Centre for Management Studies (OCMS) an initial $5 million to advance the cause of business management studies in Oxford. Sir John had been a Rhodes Scholar at Balliol College in the 1930’s and former Director of OCMS, Uwe Kitzinger, met him in late 1982 and interested him in founding an Oxford college devoted to management. In 1984 OCMS was renamed Templeton College in memory of Sir John’s parents and twelve years later Templeton became a full royal charter graduate college of the University.

Sir John’s benefactions to Templeton College were conceived as catalysts for new activities and reaching out to the business community. Examples include seedcorn monies used to fund new research centres, the Templeton Leadership Prize, experiments in online dissemination, and initiatives in fundraising.

Dean Professor Michael Earl comments, ‘Sir John retained his interest in the College and we have valued this commitment from him and his son, Dr John (Jack) M. Templeton. Many of us have benefited in our academic work from his initial benefaction which gave us confidence to expand in size and ambition. We are proud that as we merge with Green College next term, with the recent support of Sir John, that the merged college will continue to bear the family name.’

Bust of Sir John Templeton
Mapping the Management Journey

*Mapping the Management Journey: Practice, Theory, and Context*, edited by Sue Dopson, Michael Earl, and Peter Snow, was published by Oxford University Press in January 2008 as a celebration of Templeton College’s fortieth anniversary.

Here, Michael Earl, Dean of Templeton College, introduces the book and Templeton’s contribution to management research. This is followed by summaries of three key chapters from the book, and a second group of articles that show how the boundaries of management research continue to be explored by our Fellows and students.
Management, relevance, and the Templeton journey
Michael Earl, Dean

Some observers claim that very few business schools worldwide have made a major and sustained impact in their research. This may be true at an institutional level, but it is rather an imperialistic and centralist view. In contradistinction, we can often see how one research unit can complement another and how the wider academic community builds on this. Arguably our own Oxford Institute of Information Management and the Centre for Information Systems Research at MIT achieved this momentum. One also can see how one researcher can propel a new field of enquiry or a distinctive paradigm. Janine Nahapiet’s work on social capital is a case in point. Or we can observe how two contemporary researchers in different places can create complementary knowledge assets that management scholars in all sub-disciplines cite and develop. I think here of Rosemary Stewart at Templeton and Henry Mintzberg at McGill in their studies of managerial work. Indeed, in today’s networked world, this seems a particularly plausible and viable model for research enquiry and the development of intellectual capital.

Mapping the Management Journey: Practice, Theory, and Context (Oxford University Press, 2008), published to celebrate Templeton College’s 40th anniversary, reveals other dynamics. The Oxford Institute for Employee Relations through Roger Undy, Lord (Bill) McCarthy, John Purcell, Sid Jennings, Ian Kessler, Marc Thompson and others kept the flame going of the study of Industrial Relations in one of its birthplaces, Oxford, and influenced its migration to Employee Relations and Human Resource Management. Peter Morris and Rafael Ramirez, through their respective work on Major Project Management, and Scenarios and Futures, have cultivated academic/practitioner communities of knowledge. Tim Morris and his colleagues are on their way to establishing a notable knowledge niche in the Management of Professional Service Firms.

Then there are more applied impacts of research. The Oxford Institute of Retail Management, through Ross Davies, Jonathan Reynolds, Elizabeth Howard, Richard Cuthbertson and others, has influenced retail and planning policies in the UK and beyond. How many of us could have an epitaph to match that given to Ross Davies by Sir Stuart Hampson, former Chairman of the John Lewis Partnership, who said that his impact on city and town centres could be compared with the impact of Brunel on our country’s landscape?

Plus, of course, many of the contributors to our book have advanced their fields in ways which scholars, whether professors or doctoral students, have to take note of: Alan Rugman on globalisation, John McGee on corporate strategy and structure, Keith Grint on leaders and leadership, Keith Blois on the economics of industrial marketing, Keith Ruddle on strategic change, Sue Dopson on social processes of knowledge transfer, Terry Hill on manufacturing strategy and (dare I say it?) almost an ‘Oxford School’ on information management.

So I would argue that the Oxford Centre for Management Studies, which became Templeton College, has not only punched above its weight in research but also has demonstrated the diversity of processes in which research contributions are made and knowledge advances. Consider that in the early days there were only about eight Fellows here – and teaching loads were many times higher than today.

Mapping the Management Journey is about management. Perhaps because of our origins as the Oxford Centre for Management Studies and because, as well as undergraduate and postgraduate teaching, we have been intensely involved in executive education, we have mostly not treated organisations as black boxes as do most economists. We have opened them up. This may explain why we have had only occasional forays into financial economics. Of course, managers and managers need to understand financial numbers and asset pricing, appreciate their relationships with financial markets and even think about the dynamics of principal-agent relationships or Transaction Cost Economics. But they are essentially actors and we have been concerned with action and behaviour. Executive education has helped us here. Some academics believe that executive education and research do not go together. But let me repeat an overheard comment from a professor at a well-known business school: ‘The people at Templeton always understand the relevance of the research questions they address and the relevance of the results’. For me this is high praise. But why have we been good at relevance?

In the book, Keith Ruddle quotes Pettigrew on the need for more partnership between academics and business, arguing for relationship of co-funding, co-production and co-dissemination. A few years ago our espoused and practised philosophy in executive education was co-design, co-development and co-delivery. This does facilitate relevance in research as well as relevance in executive development. Long may this philosophy continue.

I believe that Mapping the Management Journey is a worthy record of our research tradition and I hope it captures some of the uniqueness of the Templeton endeavour. As we look ahead to our future as Green Templeton College, we can aspire to integrating management with what will be some of our other specialisms such as medicine and healthcare, environmental studies, and educational and social policy. The journey to come may be about the big policy questions of the twentieth century and in a sense ‘beyond management and business’.
Leadership looks forward to the past
Keith Grint, Associate Fellow

In the beginning was God, or rather the god-like creatures that peppered the 1840 lectures of Thomas Carlyle, whose fascination with the ‘Great Men’ of history perpetuated a popular assumption about leadership: it was irredeemably masculine, heroic, individualist and normative in orientation and nature.

That model prevailed throughout the latter half of the nineteenth century and was not really challenged until the end of the century when the context, and thus the requirement, for leadership shifted to rational systems and processes, as the scale of industry and the level of integration began to create huge industries that needed significant numbers of administrators to retain organisational coherence.

Two forms led the way: scientific management and Fordism. The former positioned the leaders as repositories of the knowledge that generated power over production. Fordism focused less on embodying the knowledge in the minds of managers than on encasing it in the technologies of production. But both these strategies quickly fell by the wayside in the 1920s, as the economic downturn began to bite and huge redundancies were announced.

That downturn coincided with the next major shift in leadership models -- back to the role of normative power and away from the rationality of scientific systems and processes. This grew out of the Hawthorne experiments in the 1920s and 1930s at the General Electric (GE) plant.

This ‘Hawthorne Effect’ eventually persuaded whole swathes of American management that workers could not be motivated by economic rationalism, but only by recognizing their natural and ‘non-rational’ desire to work in teams led by sympathetic supervisors endowed with what we would now call ‘emotional intelligence’.

By the time the Second World War ended and the economic boom returned, the dominant model had once again shifted back from the normative cult of heroic leadership to one dominated by rational analysis of the situation. This provided the framework for a radically new development: Contingency Theory, which assumed that the context or situation should determine how leaders respond. Simply put, situation X required leadership X to ensure an appropriate and rational response.

Since the early days of the contingency approach -- which, incidentally, coincided with the beginning of Management Studies in Oxford – we have ‘progressed’ by returning to the importance of leaders working within normative strong cultures, then to the (rational) pedagogy of the Re-engineering Revolution of the 1990s, and finally to the contemporary developments of transformational and inspirational leadership theory. Coupled with concerns about the importance of emotional intelligence and of inspiring visions and missions, this seems to have ensured the return of the original normative trait approaches: we seem to have gone forward to the past.
What managers do
Rosemary Stewart, Honorary Fellow

An early study by me, Managers and their Jobs, showed what a different picture of managerial work emerged after actually examining it. This was a study of 160 managers who kept specially designed diary records for a month. The volunteers were shocked at how episodic and fragmented was their working day.

Enthusiasm for in-depth studies of what managers are actually doing is rare today although it is such studies that have contributed most to the understanding of managerial behaviour. Quantitative studies are much more popular; particularly in the USA where most management research takes place. It may seem more scientific to use only quantitative methods, but the danger is of making mistaken assumptions about what the answers that managers give to questionnaires and rating scales really mean.

I learnt the hard way that the answers that managers give about the nature of their jobs are very personal. I believed then that one could discover these differences by asking managers to rate the extent to which particular characteristics applied to their job. I thought to check their answers by comparing those of managers in similar jobs and was startled to find that their replies ranged the whole length of a rating scale. In later studies I discovered the explanation of this unexpected result: managers in similar jobs can both see and do them very differently.

This unexpected and unwelcome discovery provided the trigger for a series of studies of mine in managerial work and behaviour. I found that each study produced unexpected results that I wanted to probe in later studies. This was especially true of the extent to which managers in similar jobs may do them very differently, both because they have a different perception of what needs doing and because of their different previous job experiences.

Three lessons are suggested. One is to be more aware of what can be relevant to their research in adjacent fields. There is always a danger in academic studies of narrow segmentation, so that relevant work from related fields is ignored. The second is to examine the assumptions that they make about managing when deciding what and how they teach. The third is to learn from the early research, the value of open, exploratory qualitative studies for seeking to understand what is happening to managerial work in the modern world. Quantify wherever possible, but beware of the dangers of make mistaken assumptions about the validity of what they want to compare.

There is a particular danger in management studies of theory building without a concern for the practical applications. There tends to be a sharp divide, particularly in the USA, between those who have a primarily, even wholly, academic focus and those who contribute academically, but also seek to draw practical lessons for managers. All those who teach experienced managers should do the latter: I believe that management studies should be like medicine in its concern for application – a heretical view for those who see themselves as management scientists!

Organisational theory in practice
Janine Nahapiet, Associate Fellow

Organisation Studies first established itself in the 1960s as a separate subject. Forty years later, pressing questions remain: for example, how are we to understand and explain organisational change and what should be the links between theory and practice? Theory and practice influence each other. Descriptive empirical studies produce findings that subsequently have profound normative consequences. But organisational innovations instigated by practitioners also often occur well ahead of our ability to understand and theorise them and they often stimulate theoretical and conceptual advances. It took years before scholars developed coherent theoretical explanations of the multivisional form of organisation adopted by major US corporations in the 1920s and 1930s. Today, they face similar challenges in understanding and explaining recent organisational innovations such as open sourcing and networked innovation.

My own interest in social capital had its origins in a discussion at Templeton College with executives in a leading insurance company about global relationship management – and their need to respond to global clients seeking coordinated world wide service. At the time, most extant theory in Organisation Studies seemed to provide little insight into value creation through coordination, focusing instead on organisational choices based on minimising the costs of coordination. The search for an alternative perspective led eventually to work on social capital and the development of a framework which provides a theoretical explanation of the benefits as well as the costs of connections and relationships.

A dialectical view of knowledge creation and sharing underpins Templeton’s distinctive approach to research and pedagogy. The College has consistently emphasised the importance of considering managerial and organisational action in its wider context, acknowledging that important practices both shape and are shaped by their social and institutional settings.

This approach was evident in the work that first drew me to Templeton – the study of accounting in its social and organisational context – and it is in this spirit, that I now pursue the premise that many of the core ideas about organisations developed in previous times and different places live on embedded in our thinking and practice.

In my research I have always tried not to lose sight of the many ways in which organisations are embedded in wider society. These links will be of increasing importance in the years ahead. The changing balance of power between nations, the uncertainties over the world’s natural resources as we as the growing disparity between the rich and poor both within and between nations and regions, will all demand attention and action in the coming years. These issues are likely to increase our awareness of the particular cultural context in which influential ideas have been developed and stretch further our ability to understand and deliver effective organisation.
The Journey Continues

Developing leaders in Africa
Robert Masinde, MBA

There are many compelling reasons for entering the educational market in Africa now. While poverty and underdevelopment remain significant regional challenges, Africa has been moving beyond traditional negative stereotypes due to sustained growth indices, a renewed appetite for political reform and democracy and increased domestic industry and wealth.

I was able to move Oxford a few steps further towards this goal when undertaking my Oxford MBA project last year.

Oxford MBA projects are traditionally carried out on behalf of a commissioning organisation to which the resultant report is submitted: in this case Templeton Fellow Gerd Isle served as the ‘client’, working with Templeton Alumna Adema Sangale, External Relations Director for Proctor and Gamble in East Africa. The aim of the project was to devise a new African leadership programme.

My own background is in banking in Kenya. The Project team also included Steve Beel, a Briton with a background in consultancy, another Briton, Emma Caddy, with extensive NGO experience, and Koome Gikunda, a Kenyan who had worked in banking in New York.

We decided to focus on East Africa initially because Nairobi is a regional hub with the added advantage of being English-speaking. There are a lot of executives working there and several universities. Kenya has one of the highest literacy levels in Africa and of students attending universities abroad.

Three themes dominated our report:

• The need for greater African exposure and involvement internationally. African executives, although often well-trained, need more exposure and access to global networks. They lack a wider forum for getting in touch with other executives and sectors.

• The need for leadership development. If you’re talking about building human capital, when leaders are trained, they can train those under them, and they have greater ability to get more productive people into the economy and retain them – which is a big problem for Africa.

• A staged implementation process delivered in partnership with established local universities, achieving ‘quick wins’ in the next six months through a pilot programme, Executive Education for Aspiring Leaders, and consolidation of nascent alumni chapters to support market entry.

We hope that our report will at least raise awareness, and encourage links with other research interests in the University. In terms of research centres China and India may come first but an African Business Centre is a worthwhile aspiration, and we have tried to look ahead and see what steps taken now might help make it a reality in future.

Introducing corporate social responsibility
Andromache Athanasopoulou, DPhil

My DPhil research on has centred on how managers in four large multinational enterprises (MNEs) made sense of the processes involved in implementing Corporate Social Responsibility (CSR) programmes.

Each company develops a different set of CSR practices based on its own culture and management priorities. While in the past companies used to treat CSR as a project-based activity led by a separate team within the corporate structure, now companies approach it primarily as the way a company behaves (or should behave) and seek to internalise CSR thinking across their business in terms of managerial decision-making and day-to-day operations.

Companies are increasingly becoming shrewder and more strategic in the selection of CSR issues. The trend now is that companies focus on issues which relate to the core of their business. Furthermore, there has been a move away from a philanthropy/money-giving approach to CSR and a trend instead towards the development of CSR projects which aim at empowering stakeholders to become sustainable, instead of relying on corporate philanthropy so as to survive.

In my research I found that managers in the same organisation or (even) in the same department do not always have the same understanding of CSR. Therefore, in practical terms companies should be aware of the contextual variations in implementing CSR and adjust their CSR practice accordingly. For instance, what applies in one country or culture does not apply to another.

Organisational actors make sense of – and ‘enact’ – CSR in a dynamic mode. In the organisations under study there were instances where managers attempted to legitimise themselves and de-legitimise others, proving that organisational politics and vested interests actively intervene in CSR practice. For instance, CSR managers would tend to interpret and label other departments’ contributions as negative or a peril to CSR so as to increase the CSR department’s political power and access to resources or obtain more status internally. Some CSR managers argued that the marketing department harmed the company’s CSR implementation efforts and that the importance of CSR is diluted when CSR becomes a marketing subject.

CSR is as much about assumptions, contingencies, conflicting interests and moral and emotional implications for organisational actors as processes and practices. Its study requires delving into organisational actors’ thoughts, beliefs and attitudes to explore whether they practice CSR mechanistically or whether it is part of their personal conviction as well as how the practice of their core job and their vested interests mediate, blocks or facilitates CSR practice.
How innovation links to strategic renewal

Marc Thompson, Fellow in Employee Relations, and Rafael Ramirez, Fellow in Strategic Management

One of the great challenges for technology firms is ensuring that they reap the benefits of their technical innovations. Even such well-known companies as Polaroid, Xerox, and Philips have suffered problems as their business strategies failed to keep pace with their product research and development.

The three-year Strategic Renewal Research Programme, which we co-direct, was created in order to understand how organisations can ensure that there is an interaction between innovation and strategy, and can therefore renew effectively.

The research is unique in that practitioners and academics are working closely together in formulating the research problems, and in the research and interpretation. We believe that this leads to much more useful results for both practitioners and academics.

Through reviewing existing literature on the subject and through in-depth case studies of several organisations we have developed a conceptual framework which can help firms understand the dynamic relationship between innovation and strategic renewal.

The model has four components:

- strategic renewal as an outcome
- administrative innovations (new internal processes and practices)
- offering innovations (new services and products)
- strategic renewal as a process

These processes and outcomes co-evolve to enable strategic renewal.

But in order to facilitate this co-evolution, organisations need certain capabilities. We have identified these as:

- processes for knowledge gain and release
- processes for human resource integration
- processes for widening the ‘selectors’ of innovation
- processes for knowledge brokering

The research has also identified a number of blockers and enablers to the co-evolution process. These cover areas such as cognitive behaviour of the management team and the framing of strategic issues, resource allocation processes, relational architecture, spatial structures and processes, etc. The research points to an agenda for senior managers to consider in developing dynamic capabilities that link innovation and strategic renewal.

We now want to understand how the capabilities that enable the co-evolution of innovation and strategic renewal change and develop. Our initial visits to firms revealed that these processes emerged, some were changed and some died or were sustained. By revisiting our case study companies to explore change over time we believe that we can make a potentially important contribution to the research on strategic renewal.
The secrets of e-commerce success
Tan Yang, DPhil

The objective of my research has been to try to justify the investment in e-commerce made by small and medium enterprises (SMEs) in the UK. There is a lot of money spent in e-commerce activities among SMEs — which represent 95 per cent of businesses and more than 50 per cent of employees in the UK economy — but how much of that money makes a real return? And what are the determining factors for successful e-commerce initiatives among SMEs?

I sent a web-based survey to more than 9000 SMEs, and followed this up with a series of interviews about how they exploit e-commerce technology, and what effect this had on various financial performance measures, including sales growth and return on sales growth.

My key finding was that e-commerce is a strategic necessity. Investing in e-commerce does not give SMEs a competitive advantage — but if they don't have it, they will be at a competitive disadvantage. E-commerce is simply the way that business is done nowadays, and the success or failure of an SME is directly linked to its success in implementing e-commerce.

I identified six determining success factors in the implementation of e-commerce in SMEs:

- Commitment to e-commerce by the Chief Executive
- Strategic alignment: the business strategy drives the technology, not the other way round
- Internal technical expertise
- E-commerce training
- Website functionality
- Ability to incorporate increasing levels of sophistication: beyond the basic provision of information and an online payment system, the best businesses are able to track orders, offer post-sale service, including online support.

In addition, there are five secondary success factors:

- Financial resources (always a concern for SMEs, that do not usually have the same access to finance as the big corporates)
- Quality of external expertise
- Trading partners’ electronic readiness
- The Chief Executive’s IT knowledge
- User involvement

As with almost all IT projects, the critical success factors are linked with complementary resources — training, relationship management, alignment of business strategy, etc. — rather than technology per se. It is interesting to see how important the Chief Executive is, in terms of both commitment and IT knowledge. This doesn’t mean that the Chief Executive has to have a great deal of technical knowledge, but he or she must understand where technology fits into the business strategy, and which is the driver.

This in fact mirrors many of the findings of research into IT projects in much larger organisations: the smaller margins and more and-to-mouth existence of many SMEs simply throws it into greater relief.

Beyond the managerial mind-set
Marshall Young, Fellow in Strategic Leadership

Today’s leaders are the first of the Industrial Age without well-established corporate structures, orthodoxies and relationships to fall back on. They are grappling with an increasing blurring of boundaries. Globalisation has been around a long time as a buzzword but is now becoming a reality. Leaders are moving from a world of stable national markets, identities and politics to one with few boundaries, involving rapid change at the nexus of global corporate, political and social networks. Sustainability, responsibility and the stewardship of assets have become key issues.

Younger workers, especially well-educated knowledge workers, are bringing new expectations to the workplace. They are less trusting of organisations, less accepting of traditional hierarchy and less willing than past generations to subordinate their interests to that of the organisation. They want challenging, meaningful work, seek greater involvement and are more concerned about work-life balance.

Leaders today have to work much harder to achieve shared understanding among their followers. Among practitioners the words ‘empowerment’ and ‘trust’ keep cropping up – together with the flattening of hierarchies in order to cope with complexity and keep people motivated and involved.

Unfortunately, today’s executives seem increasingly less comfortable with the demanding complexities of leadership. Leaders may become an endangered species as executives increasingly see the risk of premature burnout as too great. A recent study of 150 companies by the Conference Board of America concluded that ‘demands on future leaders may be so enormous that the pool of qualified leaders will shrink… as potential leaders question the goal of advancing to senior executive positions’. Alarmingly, fewer than half the companies in the survey saw developing leaders as a high priority.

We need to help leaders to be more reflective about themselves. Participants on the leadership programmes that I have directed over the last ten years have been highly intelligent, highly successful and very senior in their organisations. However, I have found them to be, with some exceptions, wholly unused to moving outside the classic, techno-rational managerial mind-set and unable to tap into the emotional intelligence and broader frames of reference that leadership increasingly demands.

We desperately need leaders – not only in business but in all areas and at all levels of society. It is only too easy to become disproportionately absorbed in the demands of narrowly focused jobs. Leadership requires a much broader range of skills than today’s Gradgrinds in both business and government would have us believe.
A new world of ubiquitous information
Andrew White, Fellow and Strategic Innovation and Technology Management

Once the world was simple: experts produced content and consumers consumed it. The emergence of interactive services is undermining this model. The drop in advertising revenues that some TV and newspaper companies are suffering is almost certainly due in part to this. The internet’s ability to target specific customers, for example via their keyword searching, is proving an attractive proposition for advertisers. The rise of user content will require a big re-think by providers.

With discontinuities in the areas of convergence, user-created content and free services transforming telecommunications and the media industries we are experiencing a communications revolution as profound as the one created by Gutenberg’s printing press over five hundred years ago. ‘Convergence’ has been kicking around a long time but finally looks like becoming a reality at three levels: brands, networks and products.

We are undoubtedly moving towards a world of ubiquitous information. The type of network will be irrelevant. What will matter is being able to access the content we want whenever we want it. We will move from passive to active consumers. Historically, media companies’ relationships with us have been hierarchical. They communicated with us as consumers in the mass. Increasingly they will need to respond to us as individuals and small groups and facilitate conversations.

Who will win in this new world? The technically advanced, the commercially astute, the giants with global economies of scale?

Maybe. But those who will really thrive will not just understand the technical and social revolution but will embrace and lead it. Companies that are unable to deal with the discontinuous are simply too set in their ways of thinking – they lack cognitive agility. A common problem is that they have difficulties picking up on and responding effectively to weak signals from the periphery of the organisation.

One idea that can help explain what is going on in companies that are faced with discontinuity is a theory called ‘cognitive dissonance’. This suggests that, when a person is faced with two competing bodies of evidence concerning something they consider important, this tension will create feelings of discomfort that will cause them to reject or misinterpret one body of evidence in favour of another.

Learning how to recognise, embrace and utilise these tensions is crucial to the successful leadership of companies through periods of discontinuous change. It is on these related issues of disruptive technological change and the corresponding need for cognitive as well as organisational agility on which I focus, both in my academic research and, by extension, in my teaching for executives and companies.
Students

TEMPLETON COLLEGE STUDENTS
for the academic year 2006–2007

- 60 MBA
- 20 DPhil
- 14 MSC MR, 23 MFE, 1 MSC EBSI
- 25 MSC MR
- 38 MSC
- 21 MFE
- 15 DPhil
- 10 EMBA

for the academic year 2007–2008

- 60 MBA
- 18 EMBA
- 20 DPhil
- 38 MSC
- 14 MSC MR, 23 MFE, 1 MSC EBSI

TEMPLETON SCHOLARSHIPS:

2006–2007
- Michael Smets (DPhil)
- Matthew Grimes (MSc in Management Research)
- Sampath Narayanan (MBA)
- Tsung-Ta Tsai (MBA)

2007–2008
- Juan Pablo Espinosa (MFE)
- Stéphane Girod (DPhil)
- Rui Lu (MSc in Management Research)
- Koichi Mikami (DPhil)
- Lulu Xu (MBA)

NAUTILUS DPHIL SCHOLARSHIP
2006 – Maja Korica (DPhil)
2007 – Danielle Logue (DPhil)

NAUTILUS AWARDS

Academic Award 2005–2006
- Kerstin Helmlinger (MSc MR)
- Maja Korica (MSc MR)
- Boyan Stefov (MBA)
- Serge Mayaka (MBA)
- Samantha Fairclough (DPhil)

Academic Award 2006–2007
- Allan Vlah (MBA)
- Felix Clauss (MSc in Management Research)
- Trudi Lang (MSc in Management Research)
- Bonping Lim (MSc in Financial Economics)

College Award 2005–2006
- Kerstin Helmlinger (MSc MR)
- Maja Korica (MSc MR)
- Boyan Stefov (MBA)
- Serge Mayaka (MBA)
- Samantha Fairclough (DPhil)

College Award 2006–2007
- Allan Vlah (MBA)
- Felix Clauss (MSc in Management Research)
- Trudi Lang (MSc in Management Research)
- Bonping Lim (MSc in Financial Economics)

Sports Award 2006–2007
- Maria Agustsdottir (Football)
- Dylan Alexander (Rugby)
- Michael Smets (Rowing)
- Shan Zhao (College Sport Development)

Sports Award 2007–2008
- Roy Nyberg (Ice Hockey)
- Koichi Mikami (Football and College Sport Development)

College Award 2007–2008
- Stéphane Girod (GCR President)
- Anuj Jhunjhunwala (College Community Development)
- Selina Kaing (College Community Development)
- Maja Korica (College Community Development)

College Award 2008–2009
- Juan Pablo Espinosa (MFE)
- Stéphane Girod (DPhil)
- Rui Lu (MSc in Management Research)
- Koichi Mikami (DPhil)
- Lulu Xu (MBA)

Events organisation, including the Pot Luck dinners

Sports Award 2008–2009
- Maria Agustsdottir (Football)
- Dylan Alexander (Rugby)
- Michael Smets (Rowing)
- Shan Zhao (College Sport Development)

College Award 2008–2009
- Stéphane Girod (GCR President)
- Anuj Jhunjhunwala (College Community Development)
- Selina Kaing (College Community Development)
- Maja Korica (College Community Development)

College Award 2009–2010
- Juan Pablo Espinosa (MFE)
- Stéphane Girod (DPhil)
- Rui Lu (MSc in Management Research)
- Koichi Mikami (DPhil)
- Lulu Xu (MBA)

Events organisation, including the Pot Luck dinners

Sports Award 2009–2010
- Maria Agustsdottir (Football)
- Dylan Alexander (Rugby)
- Michael Smets (Rowing)
- Shan Zhao (College Sport Development)

College Award 2009–2010
- Stéphane Girod (GCR President)
- Anuj Jhunjhunwala (College Community Development)
- Selina Kaing (College Community Development)
- Maja Korica (College Community Development)

College Award 2010–2011
- Juan Pablo Espinosa (MFE)
- Stéphane Girod (DPhil)
- Rui Lu (MSc in Management Research)
- Koichi Mikami (DPhil)
- Lulu Xu (MBA)

Events organisation, including the Pot Luck dinners

Sports Award 2010–2011
- Maria Agustsdottir (Football)
- Dylan Alexander (Rugby)
- Michael Smets (Rowing)
- Shan Zhao (College Sport Development)

College Award 2010–2011
- Stéphane Girod (GCR President)
- Anuj Jhunjhunwala (College Community Development)
- Selina Kaing (College Community Development)
- Maja Korica (College Community Development)

College Award 2011–2012
- Juan Pablo Espinosa (MFE)
- Stéphane Girod (DPhil)
- Rui Lu (MSc in Management Research)
- Koichi Mikami (DPhil)
- Lulu Xu (MBA)

Events organisation, including the Pot Luck dinners

Sports Award 2011–2012
- Maria Agustsdottir (Football)
- Dylan Alexander (Rugby)
- Michael Smets (Rowing)
- Shan Zhao (College Sport Development)

College Award 2011–2012
- Stéphane Girod (GCR President)
- Anuj Jhunjhunwala (College Community Development)
- Selina Kaing (College Community Development)
- Maja Korica (College Community Development)
The GCR Committee 2006–2007

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**GUEST DINNER OFFICERS** Katya Kharitonova & Veronika Pashonina (both MSc in Management Research)
**SPORTS OFFICER** Shan Zhao (MSc in Management Research)
**SOCIAL SECRETARIES** Katya Kharitonova & Veronika Pashonina (both MSc in Management Research)
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**BOAT CLUB PRESIDENT** Michael Smets (DPhil)

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**STUDENT REPRESENTATIVE** Joby Babu (MBA).
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**SOCIAL SECRETARIES** Sarah Dorfman & Skaiste Trumpickaitė (both MSc in Management Research)
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**RAC COMMON ROOM MANAGERS** Kiran Chaugule and Gagan Rajwadha (both MBA)


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OXIRM Members regularly write for the European Retail Digest

Chris Sauer is co-editor of the Journal of Information Technology
The Fellowship 2007–2008

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Dean of Degrees and Fellow in Information Management

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Fellow and Director; External Relations

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Barclay Fellow; City Financial Associates

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Fellow and University Lecturer in Marketing

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Fellow and Professor of Management Studies

Glyn Pritchard
Fellow and Former Chief Financial Officer

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Fellow in Retail Marketing and University Lecturer in Management Studies

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Jeff Sampler
Fellow in Management of Strategy and Technology

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Fellow in Information Management

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Barclay Fellow; President, Templeton Foundation

Andrew White
Fellow in Strategic Innovation and Technology Management

Marshall Young
Fellow in Strategic Leadership

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Tony Rands
Roger Undy
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Eduardo Lopez
Director; Scenarios and Futures Research, James Martin Institute, Said Business School

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Professor in Business Administration, University of Bordeaux

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Director; Naughton Consulting Ltd; Non-Executive Director; National Assembly for Wales; Non-Executive Director, the Patent Office

Alison Brimelow
President, European Patent Office

Tracey Camilleri
Consultant

Napier Collyns
Co-founder, GBN Global Business Network

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John Hood
Uwe Kitzinger
Ashley Raeburn
Sir David Rowland
Peter Spriddell
Rosemary Stewart
Sir John Templeton
John Cumming
Former Chairman and Chief Executive, Anglo-American Insurance Company Ltd

Ron Emerson
Consultant

Saul Estrin
Adecco Professor of Business & Society, London Business School

Fabio Giuseppetti
Principal, Palamon Capital Partners

Derrick Gosselin
Group Senior Vice President, Strategy and Development, Suez Group

Desmond Graves
Business Adviser

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Loizos Heracleous
Professor of Strategy, Marketing and Strategic Management Group, Warwick Business School

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Hubbard & Associates M&A Consulting

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Innovation Manager, Shell Global Solutions

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Portfolio Consultant

Karl Moore
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Former Templeton Fellow in Strategic Management

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Chairman, Edgecumbe Consulting Group Ltd

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Paul Robertson
Artistic Director, Music Mind Spirit Trust

Leo Roodhart
Manager, Strategic Innovation, Shell International Exploration & Production BV

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L. Leslie Waters Chair in International Business; Professor of International Business; Professor of Business Economics and Public Policy, Kelly School of Business, Indiana University

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Barrie Smith
Consultant

Peter Snow
Writer and Editor

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Founder and CEO of Fast Track

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Commercial Director, 2012 Olympics London Organising Committee

Kees van der Heijden
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Steve Walker
Investment and Technology Director; RWE Thames Water plc

Leslie Willcocks
Professor of Technology Work and Globalisation London School of Economics and Political Science

Emyr Williams
Chairman, Commercial Advantage

Theodore Zeldin
Emeritus Fellow, St Antony’s College, University of Oxford; Writer and Broadcaster
Development

Templeton College’s annual fund, the Nautilus Fund, was launched in 2005. Since then, a total of over £26,000 has been donated including, each year, a substantial contribution from the outgoing GCR. Other funds have been raised through grants and substantial gifts.

Some gifts and grants are made with specific projects in mind. Those that are not are allocated by a committee, in consultation with Fellows and the GCR.

New funds raised 2006–2008
£675,291

How these funds were distributed
£675,291

- Annual giving (4.2%)
- Other (2.6%)
- New benefactions (93.3%)
- Prizes and awards (1.5%)
- Development (3.6%)
- New scholarships and bursaries (13%)
- Research and research related events (78.4%)
Rop-Spe Spe-Tra: a sculpture in memory of Norman Leyland by David Hugo