

Templeton Bulletin



October 2005

Vice-Chancellor announces a major development in management education at Oxford

The University of Oxford has announced a major new initiative in business studies. Central to the development is the amalgamation of the executive education business, currently run by Templeton College under the aegis of Oxford Executive Education, with the Saïd Business School. The Saïd School will then become a full-service business school, following the model of other leading universities, but unlike other institutions it will be complemented and enhanced by a specialist graduate college.

Oxford's offering in management education will provide a career-long support system ranging from undergraduate courses, through the MBA, to the most senior executive programmes. Addressing the distinctive challenges at each level, it will draw on the cutting-edge work of the Business School's research centres. The Business School will build upon its current strengths, reflected in the international rankings of business schools, to provide a comprehensive programme of management education. Adding further value will be Templeton College, which brings together an international community of high calibre students, faculty, eminent visiting scholars, and business and other leaders and encourages them to interact. Dr John Hood, Vice-Chancellor of the University of Oxford, said: 'Business makes increasingly broad demands on business schools—including executive education, research, consultancy, a source of recruitment, and access to networks. With this reorganisation, Oxford has positioned itself to meet the full range of these demands—and, indeed, to exceed them.'

'We want companies and other organisations internationally to see it as the natural decision to approach Oxford to address the full range of their management development needs.'

Professor Michael Earl, Dean of Templeton College, said, 'The combination of business school and specialist graduate college represents a unique and valuable differentiator in the field of management studies. This reorganisation gives Templeton a wonderful opportunity to focus on being a very modern Oxford college, a hub of social and intellectual capital.'

Professor Anthony Hopwood, Peter Moores Dean of the Saïd Business School, said, 'We will be building on Templeton College's experience of delivering innovative and challenging programmes to very senior executives, and expanding it to provide a distinctively Oxford approach to executive education at every level.'

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The Sociology of Computing

The successful exploitation of new technology by organisations and users is of course about more than technology. Reflecting this, in 2004 the METOKIS (Methodology & Tools Infrastructure for the Creation of Knowledge Units) project was set up to examine the future of automated information searching and manipulation in a broader organisational and technological context. Under an EU grant of £3.7 million (approximately £2.5 million) it brought together eight organisations across Europe, including Templeton and other academic institutions, software developers and educational publishers. Led by Dr Marshall Young, Fellow in Strategic Management, the METOKIS project will conclude in 2006.

On 7 October a special research conference linked to the METOKIS Project was organised at the College by the Templeton Research Associate Piers Young. The 26 participants included representatives from organisations as diverse as academia, the BBC, BAE SYSTEMS, Oxfam, Demos and the Big Blog Company. Social Computing & the Organisation included presentations on 'Where technology gets it wrong' by Theodor Nelson, 'Mapping how people act on and off-line' by Andrew Hudson-Smith and 'On social capital' by William Davies. Lloyd Davis, who attended, commented: "All of the presentations were interesting, thought-provoking and well-chosen to present some fascinating aspects of the subject". For more details on the METOKIS project contact richard.cuthbertson@templeton.ox.ac.uk.

19 October 2005

Leadership Prize Breakfast

A special breakfast was held on 13 October to brainstorm ideas for the second year of the Oxford Leadership Prize in 2006. Present at the breakfast were five of last year's finalists; the Dean, Professor Michael Earl; Associate Fellow Tracey Camilleri (who is closely involved in the Oxford Strategic Leadership programme); the Prize's researcher Fiona Bennett; Dorothy Cooke, Director of Business Support Services. 'It was very useful,' comments Tracey Camilleri, 'and sparked lots of ideas about how to extend and publicise the competition in future.'

The college launched the £3,500 prize (open to anyone connected to the University under the age of 30, working in any discipline) in 2005 to discover what new ideas about leadership were emerging among young leaders of the future. Candidates were permitted to respond in any format from essays to computer games or music and the finalists interviewed by a diverse panel of high-profile judges including Sir Jeremy Greenstock and Ian Davis, Worldwide Managing Director of McKinsey and Company. Rowenna Davis (Balliol) won the prize for her audio presentation on 'Invisible Leadership'. The runners-up were Carolyn Haggis (Brasenose) with an essay on 'New Leaders, New Models: Advancing the Role of Women in the 21st Century' and Duce Gotora (Linacre) with a fable on leadership in the form of a traditional African folk tale. For preliminary details of the 2006 competition contact oxford.leadership.prize@templeton.ox.ac.uk and for the Oxford Strategic Leadership Programme see www.execed.oxford.edu.

18 October 2005

Hollow Rewards?

An article in The Financial Times of 17 October uses the recent bankruptcy application by Delphi, a Michigan-based car parts company, in the face of mounting pension costs to examine the changing reality of employee reward packages. 'The deal that staff thought they had is being torn up,' it comments. 'How many other chief executives are looking on enviously as Delphi radically re-engineers its cost base? Yet this sort of manoeuvre is hardly what the gurus of "reward strategy" would recommend. Companies ... are supposed to be more sophisticated when it comes to pay and other benefits.'

The article extensively quotes Marc Thompson, Templeton Senior Research Fellow in Employee Relations as follows: 'There has been a great deal of rhetoric about "total reward", which is supposed to offer a wider range of benefits and more generous benefits. I'm dubious about how widespread this approach has been in practice. There is often greater flexibility at the top of a firm but less lower down ...

'Knowledge is supposed to be the new competitive advantage. It's everywhere in the organisation, at all levels. So why should people be treated so differently in a highly segregated and segmented reward strategy? The obviously hierarchical benefits structures of the past – senior management canteens, parking, toilets – may have been done away with, but now it's more subtle: access to sabbaticals, share options, different pension arrangements. Defined benefits may be on the way out for ordinary employees but at board level they seem to be pretty well intact. What does that say about corporate values? There's a cognitive dissonance between saying that people are the biggest asset and a reward strategy that says otherwise.' For details of the article see <http://news.ft.com/home/uk>.

20 October 2005

World Champion Weightlifter

Manon Bradley, Administrator of the Templeton-based Major Projects Association (MPA), became the Women's World Champion in the under-70 kg class last Saturday. She took the title during World Drug-Free Power-Lifting Single-Lift Championships held on 14–16 October at the Windrush Leisure Centre in Witney. The event – the 'Olympics' of the power-lifting world – attracted 296 contenders worldwide (ranging in age from their teens to 85), hundreds of spectators and featured extensive coverage in the media, including a clip featuring Manon on Central TV.

So how was it for Manon? 'I was pleased with my performance,' she says, 'I've done quite a few competitions now and I have learned to take my nervousness and channel it into adrenaline. I performed well. It made all the training and hard work worthwhile.' Manon, who says she inherited powerful genes from generations of strong Welsh women, also came second in the endurance power-lifting in which contenders have to repeatedly lift half their body weight. Any participants in future MPA events who might feel tempted to get out of line please note. For details of MPA activities see www.majorprojects.org.

18 October 2005

Le Contrat Social Selon Thompson

Senior Research Fellow Marc Thompson contributed a long analytical article to the French equivalent of the FT, Les Echos on 13 October: 'Comment Optimiser le Capital Social de Son Entreprise'. He wrote: 'Si les entreprises veulent définir des systèmes de travail fondés sur les connaissances, elles doivent tenir compte de l'importance des différents intérêts en jeu sur le lieu de travail et élaborer des canaux et des mécanismes permettant de les représenter. Elles pourront alors atteindre les objectifs qu'elles recherchent le plus en disposant d'une main-d'œuvre flexible, réactive et apte à résoudre les problèmes ... On ne peut ignorer les intérêts différents du travail et du capital ... Les dirigeants d'entreprise souvent, restent trop préoccupés par une efficacité de court terme et dépendante du marché pour envisager l'avenir de manière différente. Lorsque la conjoncture faiblit, les pouvoirs publics devraient proposer des mesures incitatives, voire obligatoires ... La directive européenne sur l'implication et la participation qui a été récemment adoptée pourrait néanmoins aider les entreprises et les décideurs les plus ouverts à définir les entreprises à haute performance du futur.'

('If firms want to build knowledge-driven work systems, they need to recognise the importance of different interests in the workplace and develop channels and mechanisms for these interests to be represented. The prize for organisations is that in so doing, they are likely to attain the goals they value most highly in terms of a flexible, responsive and problem-solving workforce ... The different interest of labour and capital cannot be wished away or ignored ... Managers are too wedded to market-driven efficiency and short-termism to raise their heads and consider new and different futures. When markets fail, public policy needs to step in to provide incentives and also compulsion ... The recent EU Directive on Involvement and Participation may be one lever that far-sighted firms and policy makers can deploy to help build the high performing firms of the future.')

For full French text see <http://archives.lesechos.fr/archives/article.php> or for more details contact marc.thompson@templeton.ox.ac.uk.

27 October 2005

Deloitte Delight

Oxford's executive education's Autumn bandwagon continues its October roll, delivering a range of high quality niche programmes for specialists like The CIO Academy (see website item) and professional service firms such as Ernst & Young and Deloitte. On Monday 3 October 21 Deloitte senior partners attended a special one-day follow-up session as part of its Lead Client Service Partner (LCSP) programme. Directed by Templeton Associate Fellow and Chairman of Edgecumbe Consulting, David Pendleton, this session focused on key personal aspects of motivation and performance. Deloitte devised these LCSP programmes to help strengthen the firm's capabilities in its long-term relationships with leading clients, and two three-day workshops in the LCSP programme, which is directed by Templeton Fellow Keith Ruddle and Associate Fellow Kathryn Bishop, had already taken place in May and June.

The reaction to the programme has been very positive – from firm and individual participants alike. A further eight workshops are planned over the next fifteen months, including one on 'Futures & Renewal' for Deloitte Industry Leaders in November. Keith Ruddle recently gave a guest session at Deloitte's Partners Annual Conference, during which he commented: 'Working with senior partners is stimulating and challenging for our team, and we are delighted with the level of interest and participation in this important initiative.' For details of Oxford's executive education portfolio see www.execed.oxford.edu or contact louise.watts@templeton.ox.ac.uk.

6 October 2005

International Development Partnership Launched with Anand Automotive Systems of India

Oxford Executive Education has signed a three-year senior management development contract with Anand Automotive Systems, a leading manufacturer and supplier of auto components and systems in India. Commencing in the 2005-2006 academic year, this contract aims to establish a long-term executive development partnership, based on Oxford's existing open management programmes, for the Group's senior executives.

The partnership originated in a visit to Templeton College late one Friday afternoon by the Group Chairman, Mr Deep C Anand, who was visiting a life-long friend taking a summer sabbatical at Oxford University. During the 2004-2005 academic year the Group's Managing Director participated in the Oxford Strategic Leadership Programme. Subsequently, the Group's CFO and a Business Manager attended the four-week Oxford Advanced Management Programme (AMP), and its Vice-President and another Business Manager attended the Oxford Introduction to Scenarios Programme.

Under the new agreement two more Business Managers joined this Autumn's AMP, two more will go through the summer AMP, and a further participant is to be selected for the Scenarios Programme. Talks are also in process regarding visiting executive associations. Founded in 1961, the Anand Group comprises 18 companies and 37 manufacturing facilities employing 5,300 people across eight Indian states. The Group has strategic alliances with leading global companies in the automotive component industry. With a turnover of \$410 million and a wide range of auto components, Anand is a supplier to almost every vehicle and engine producer in India and has also built up a large export market currently representing about 20% of its sales.

The new agreement reflects the importance placed on management development by the Anand Automotive Systems, which invests a regular proportion of its revenues in training and development. Recently, engineers from its 5,300 workforce were given sabbaticals to pursue higher education, with 50% of their education expenses borne by the Group and the other half contributed as a loan. Other employees are put through regular training at 'Anand U', the group's in-house development institute. For information on Anand visit www.anandgroupindia.com and for OEE's management development programmes www.execed.oxford.edu.

24 October 2005

Futures Library Opens

The library of the 'godfather' of scenario planning, Pierre Wack, was formally inaugurated at Templeton College, Oxford on 21 October. The Pierre Wack Memorial Library will represent a major resource for the study of scenarios, forecasting and strategic planning. Housed in the research room adjoining the college's Information Centre & Library (IC&L), it encompasses several thousand fully catalogued items, including books, articles, reports and manuscript notebooks, together spanning a wide range of subjects, including economics and business, society, culture and beliefs.

Pierre Wack, who died in 1997, led the Royal Dutch/Shell Group of Companies' scenarios team and largely designed and refined this business tool. Scenario planning alerted Shell in advance about some of the most confounding events of our times: the 1973 energy crisis, the collapse of the oil market in 1986, the fall of the Soviet Union, the rise of Muslim radicalism, and the increasing pressure on companies to address environmental and social problems. The method has since become widely popular not just in corporations but also in governments.

The inauguration was celebrated in a ceremony in the IC&L on the opening morning of the Oxford Futures Forum, an international conference on 21-22 October that brought together over sixty academics and practitioners to consider the formidable challenges – global and methodological – now confronting scenario studies.

At the ceremony Templeton's Dean, Professor Michael Earl, paid tribute to Pierre Wack's key role in developing an approach that transcended conventional corporate planning: 'We are hugely proud to be able to house this collection and to make it available to anyone involved in scenarios and strategic development.' He went on to outline the College's plans for its own future and the central role its IC&L would play as 'a knowledge cafeteria' at the heart of the College. We have an aspiration also to create a Future Centre in the college. The Pierre Wack Memorial Library could be a wonderful acorn from which many future oaks might grow'.

Napier Collyns, a long-time colleague who played a key role in the preservation and transfer of Pierre Wack's library, drew attention to the range and vitality of his interests and said that the use made of it in future would be a fitting memorial to the man: 'A living library is better than a dead one'. Responding on behalf of the Wack family, his son Jean-Pierre, expressed his gratitude to the college and also highlighted the diversity of the collection: 'The Pierre Wack Library will be a place where practitioners of future studies can develop as individuals. The fruits of their work will help communities better meet the challenges of tomorrow.' For more details of the library and of the conference see www.oxfordfuturesforum.org.

24 October 2005

In Their Own Words: Changing Public Service Roles

I find it very difficult because there don't seem to be any boundaries whatsoever in this job and it just seems to vary from team to team as, perhaps what work you're willing to do.

With New Labour's modernising agenda has come a sweeping change of roles in the public sector, evident in the rise and rise of the non-professional assistant. But who fills their ranks, what contribution do they make, how are they viewed and, as the comment above indicates, what challenges do they face in an increasingly uncertain organisational environment? Templeton Fellow in HRM Ian Kessler, Research Associate Paul Heron, and Stephen Bach, Reader in Employment Relations at King's College London, have for over two years been engaged in a major ESRC research project on changing public sector support roles and job boundaries. On 14 October at the Said Business School they unveiled their findings to a high level research conference of 40 academics, educationalists, social work professionals and representatives of unions, employers' organisations and officials from government and local government. Drawing on questionnaires and 273 in-depth face-to-face interviews they provided a detailed analysis of the backgrounds, roles and aspirations of assistants in schools, hospitals and social care and then led a vigorous debate on the consequences for the support staff, professionals and – very importantly – users. They identified a wide range of similarities but also of differences, finding for instance significantly more open-ended involvement in service delivery by assistants in social work than in education.

Notably, the presenters provided not only detailed documentary and statistical analyses but also a wide variety of actual voices in the form of audio excerpts taken from the interviews. One of the most innovative aspects of the project was its use of advanced digital recording linked to sophisticated software that allows simultaneous consultation and editing of the interview transcripts while listening to the audio recording. 'Being able to hear as well as read responses,' says Paul Heron, 'gives access to a much broader bandwidth of content than text alone – a whole range of emotional, cultural, ethnic and social messages.'

The response at the conference was very positive indeed,' says Ian Kessler. 'A lot of interest was expressed. We shall be making the findings available in variety of forms and continuing our research on the role of support staff but with increasing focus on their impact on the end user.'

Regrettably, Paul Heron will be leaving the project at the beginning of November to take up a new post with the Oxford office of the Picker Institute, a leading healthcare research organisation. Ian pays tribute to his invaluable contribution: 'Without Paul's innovativeness and ingenuity the project would not have been the success it has. We wish him continuing success in his new research work.' For more information on the project contact ian.kessler@templeton.ox.ac.uk or paul.heron@templeton.ox.ac.uk.

18 October 2005

Faking It

A group of top companies including Microsoft, EMI and GlaxoSmithKline on 4 October unveiled plans to band together to wage war on product piracy and counterfeiting, estimated to cost business \$6 billion each year. Their new consortium, BASCAP (Business Action To Stop Counterfeiting & Piracy) will gather information and cases in order to lobby governments to take more positive action.

'It is a major headache,' comments Fellow in Industrial Marketing Keith Blois, who has made a special study of computer and software piracy. 'Software, luxury goods, designer clothes, electronics and drugs like Viagra are the products associated with counterfeiting, but faking stretches far beyond these. Counterfeits of everyday products are as common as fake Rolexes, Gucci shoes and Louis Vuitton bags. Startled manufacturers have come across counterfeits of rivets, brake linings, lifts, even New Zealand apples! As well as business costs there are personal and social costs – the physical harm done by poisonous counterfeit medicines, especially in developing countries, and the financial fillip it gives to organised crime and international terrorism.'

'Unfortunately, though, producers are caught in a double bind. Highlight fakes too starkly, and you risk undermining consumer confidence in your products altogether. So there can be a temptation to do nothing. If producers do choose to act, legal action is an option. But even when local courts are honest it may be hard to make their rulings stick. More productive strategies, therefore, may be to try to win over local politicians or to co-opt offenders by entering into legitimate deals with them. One strategy that has been found highly effective is to band together behind a local business champion.' Keith Blois is Fellow in Industrial Marketing at Templeton and can be contacted at keith.blois@templeton.ox.ac.uk.

6 October 2005

AMP: China Crisis?

Internationalism is one of the assets of the Oxford Advanced Management Programme – both in participants and content – and much of its international dimension comes in the shape of the Briefings provided by Oxford experts on aspects of the global political and economic situation.

On 20 October participants heard a presentation on ‘China goes global: why it’s happening and what it means’ by Graham Hutchings, long-time China watcher and editor of Oxford Analytica’s Daily Brief. Dispassionately and with great lucidity he outlined the enormous strides, economic and to an extent political, China has taken in the last thirty years, and what they mean for the world and for the future. We may see China pause economically but it should soon get ‘a second wind’, said Mr Hutchings – which should be good news for the rest of us.

That said, he identified a number of storm clouds on the horizon: China’s ‘spectacularly’ damaged environment; its relatively aging population; and the possibility of future political instability. Responding to a view from the floor that China was a special case and that its political needs could simply be met by strong and effective non-democratic leadership, he was adamant that this was not so: ‘Despite what is often said about there being a different set of “Asian values”, all the evidence is that as people get richer they want other freedoms too. The Chinese Communist Party has so far treated prosperity an auxiliary to its own power. That arrangement is transient. Democracy is going to come in China. The only question is whether it arrives peacefully or by force. In China the process could be traumatic ...’

Other presentations in the series have included Eugene Rogan, the director of St Antony’s Middle East Centre on the implications of the stalemate in Israeli – Palestinian relations; Dr Chris Adam of Oxford’s Queen Elizabeth House on the economic prospects for Africa; Professor Denis Noble on the complex nature of science enterprise; and Chris Westcott of the BBC World Service on the changing role of a great international communications organisation. For details of AMP see www.execed.oxford.edu.

27 October 2005

Fusion Point

The week of 10 October saw two major management programmes side-by-side in Templeton – the Oxford Advanced Management Programme (AMP) and the Challenge of Major Projects (CMP) run by the college-based Major Projects Association. Together, these programmes brought together some 40 senior executives from fields as diverse as government and finance, mining and construction, energy and transport, manufacturing, consultancy and leisure. As well as the chance to make contact with managers from different sectors came the opportunity to broaden international horizons. While the CMP participants were predominantly UK-based, their business is of course international in scope, and this week they joined a truly global management community spanning not only Templeton’s graduate students (120 from some 40 countries) but also the AMP participants from regions that included Europe, the USA, Africa, Asia and South America. For details of AMP and CMP see respectively www.execed.oxford.edu and www.majorprojects.org.

11 October 2005

High in the Sky: Loizos Heracleous

Singapore Airlines (SIA) is widely acknowledged as one of the world’s leading airlines and is especially noted for the excellence and sophistication of its customer service operations. In a new book, *Flying High in a Competitive Industry: Cost-Effective Service Excellence at Singapore Airlines*, Fellow in Strategic Management Loizos Heracleous and his co-authors Jochen Wirtz and Nitin Pangarker from the National University of Singapore pose a fundamental question: how has Singapore Airlines managed to outperform other flag-carriers consistently for decades in a notoriously tough industry? Beginning with a survey of the challenges and trends in the airline industry, the book proceeds to analyse the drivers of SIA’s success, including its core competencies, innovation processes, and human resource management practices, and concludes with a range of strategic lessons for any organisation aiming to achieve sustainable success in today’s hyper-competitive markets. Praising the book Bernd Stauss, Professor of Service Management at Ingolstadt School of Management, says: ‘The authors don’t give quick “how to” recommendations. Instead, they succeed in brilliantly showing which questions need to be answered for a company to be successful in tough markets.’ For more details see www.mcgraw-hill.com.sg.

31 October 2005

Multi-Channel Retailing

Another excellent meeting of the Oxford Retail Futures Group on 10 October considered the role of retail branding in a multi-channel environment. Bill Laird, Operations Director of the newly-merged Midcounties Co-operative, provided the view from the physical store, while John Ashton, Marketing Development Manager at John Lewis Direct, gave the view from the virtual world. As well as an audience of senior managers and directors from UK retail and retail-related companies, a group of Norwegian retailers currently on a programme at Templeton also took the opportunity to attend the event. In the discussion that followed it was interesting to note that the future of retailing faces similar issues regardless of geography, and that the value of a group such as this lies as much in sharing what goes wrong as what goes right, and in finding innovative solutions as well as discovering ideas for the future. For details of the Oxford Retail Futures Group see www.templeton.ox.ac.uk/oxirm/.

13 October 2005

Asian Business Leaders Forum

Fellow in Strategic Management Loizos Heracleous and Oxford Executive Education featured prominently at the Asian Business Leaders Forum held in Singapore on 17-18 October. Loizos writes: 'This Forum attracted leaders of industry from South East Asia. Oxford Executive Education was a strategic partner at this event. Other strategic partners and sponsors included CNN, Time, Fortune, Singapore Airlines, and DHL. My contribution to the forum was two-fold: I served on a corporate governance panel together with the managing directors for Asia of JP Morgan and ABN Amro on the first day, and I gave a speech on innovative strategizing approaches on day two, with Dr Claus Jacobs of St Gallen University.'

The focus of the conference was on new strategies for leadership, innovation and growth, and it covered such hot topics such as improving the customer experience, entrepreneurship, corporate social responsibility, innovation-driven growth, Asian corporate practices, business process and business knowledge outsourcing, and corporate governance. For more information on the forum visit www.ablforum.com.

October 2005

Record Student Numbers Boosted by New Programme

The start of Autumn Term saw unprecedented numbers of new students on Oxford's Management Studies degree programmes arrive in College. 102 new students joined the 23 students already members of Templeton. The student Induction Day on 4 October, masterminded by new Graduate Student Administrator, Amanda Broughton-Francis, saw the Information Centre & Library transformed into a bustling plaza of registration desks, stalls and information booths. 'It all went very smoothly,' says Amanda, looking back on an unusually busy but satisfying day.

Over half the new students (58) are on the Oxford MBA course, while a smaller group (12) are research students either pursuing doctorates or embarking on the pre-doctoral Oxford MSc in Management Research. However, a significant number of the new Templeton students (23) are studying for Oxford's MSc in Financial Economics, a new nine-month programme designed by leading Oxford academics and senior practitioners in consultation with leading financial institutions in order to meet the exacting demands of top recruiters. For details of student life at Templeton and Oxford Management Studies degree programmes see respectively www.templeton.ox.ac.uk/students/ and www.sbs.ox.ac.uk.

6 October 2005

BMW Group's Oxford Partnership in the Media

In an article, 'Performance Counts – Not Title', in the August issue of the (German language) Harvard Business Manager, Ernst Baumann, Board Member and HR Director of BMW AG, describes the company's policy of collaboration with external academic partners in its management development programmes. Rejecting the idea of an internal BMW Group 'corporate university', he comments: 'It is not our core competence to run a corporate university ... There are other institutions that can do that better. We collaborate with top European partners in our Campus programmes, for example with IMD in Lausanne, the University of Oxford and the University of St. Gallen. After three to five years we invite new tenders for these programmes, so that we always collaborate with the best partner ...' Oxford Executive Education's 'Experienced Manager Programme', directed by David Feeny and Karin Breu for the BMW Group began earlier this year and so far has successfully delivered three modules in Oxford and Munich.

In the article Herr Baumann stresses that management qualifications, while valuable, are not in themselves sufficient preparation for a career with BMW Group. Management development must be at the same time broad-ranging, covering for instance ethics and 'soft' skills, and have a strongly practical orientation, especially if it is to be acceptable to senior executives. For the article see www.manager-magazin.de/harvard/.

14 October 2005

Praise for Scenarios Input

Fellow in Strategic Management Rafael Ramirez's contribution to a recent seminar held at the Centre for Hebrew & Jewish Studies has received signal commendation. The seminar was organised by a recently established UK charity, the JDC International Centre for Community Development, for a group of senior staff from the American Joint Distribution Committee (JDC), an organisation which assists and helps draw together Jewish communities in need worldwide. The aim of the seminar was to examine the changing role of the JDC, as, with the passage of time, its main aid constituencies of Holocaust and Soviet refugees decline in numbers. Exploring case studies on the Committee's role in Israel, Russia, Hungary and Argentina, Rafael played a key role in helping participants identify and develop possible future strategies.

Writing on 10 October, one of the seminar organisers, Rebecca Caspi, said: 'Feedback has been terrific and is further testimony to ... how much members of the group enjoyed learning with you. Thank you for the interesting and thought-provoking sessions.' The JDC ICCD executive director, Pablo Weinstein, added that the concepts and insights on strategy from the seminar with Rafael will have a lasting impact on the day-to-day work of participants. Rafael is the director of the Oxford Introduction to Scenarios Programme. To find out more about the Joint Distribution Committee's work visit www.jdc.org. www.execed.oxford.edu/scenarios/

12 October 2005