

# Templeton Bulletin



April 2006

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## College Fellow Meets Desmond Tutu

In the course of the African Leadership Development Institute programme recently held in South Africa (see news Item Management Alumnus Launches African Leadership Initiative) participants and faculty including programme co-director and Templeton Fellow in Strategy Marshall Young held discussions with Archbishop Desmond Tutu at his offices in Milnerton. Archbishop Tutu has lent strong personal support to this new Institute and has helped set up twenty new fellowships in his name associate with it.

The meeting was held after a visit on 20 April to a township community development project, the aim of which was to give a specific demonstration of local leadership in action in South Africa and to focus the broader issues of personal and organisational leadership covered in the programme. 'The connection between society, business and politics is particularly crucial in Africa,' comments Marshall Young.

'Reconciling the demands for economic efficiency with traditional social structures is a major challenge. In certain countries, especially Southern and West Africa, we are seeing the rise of a new and talented class of business leaders. However, all areas are having to grapple with the problem of a wide and growing divide between rich and poor and between the educated and mobile and the poor and underprivileged.'

While teaching on the programme Marshall Young also took the opportunity to meet alumni in Johannesburg and Cape Town on 12 and 20 April respectively to discuss future leadership development initiatives.

28 April 2006

## Oxonian Review of Books Article

Associate Fellow Peter Snow has published a review article on the controversial French novelist Michel Houellebecq in the Spring issue of the Oxonian Review of Books 5(2), which has just been appeared. For details see [www.oxonianreview.org/](http://www.oxonianreview.org/).

28 April 2006

## Funding Initiatives

At the College Dinner on 27 April (see separate news item) the Dean Professor Michael Earl announced that over £40,000 had been raised so far for the Nautilus Fund. This was launched to mark Templeton's 40th anniversary as an institution and its 10th as a College in order to encourage annual giving among our alumni and friends and raise money for activities which would enrich the life of the College, particularly among our students. Some £22,000 had now been allocated as follows:

- Three Nautilus Travel Grants for each of the next 3 years, available to our students at a value of £500 each
- Three Nautilus Conference Grants for the next 3 years, available to our students to the value of £500 each
- A Nautilus Scholarship, available to one new entrant student for each of the next 3 years to the value of £2,000
- Creation of a website for the Boat Club costing £3,500
- Provision of coffee and tea-making facilities in the Graduate Common Room at Egrove.

In addition, the Dean announced that, using normal College funds, Templeton would be refurbishing the student common room at Rewley Abbey Court. Funds have also been allocated for two new Templeton Scholarships and one Leyland Scholarship and to underwrite the purchase of a new eight. The Boat Club is itself seeking to raise funds for this, but the College is anxious not to lose momentum regarding its rowing. Discussions are also being held on how to further improve transport between the College and the city centre. In addition, the College is investigating the most cost-effective way to fund a punting facility on the river. Looking ahead, the College will be launching two new initiatives in the area of planned giving next term and is exploring the possibility of launching a longer-term capital campaign to help finance its re-location and re-invention. 'We will be communicating to all those who have given to the Nautilus Fund on progress so far and how this tranche of funds is being used,' said Professor Earl. 'I hope everybody will agree that we have made a promising start.'

28 April 2006

# Management Alumnus Launches African Leadership Initiative

Oxford MPhil in Management Studies graduate and former Rhodes Scholar, Peter Wilson has set up an ambitious new venture, the African Leadership Development Institute. A charity jointly based in South Africa and London, the Institute aims to encourage a new generation of African leaders in business and public life tackle the complex and formidable challenges facing the continent.

15–23 April saw the opening initiative of the new Institute, the first module in South Africa of a new African leadership development programme. Based on elements pioneered in the Oxford Strategic Leadership Programme (OSLP) and co-directed by Templeton Fellow in Strategy and OSLP Director Marshall Young, the programme spanned the personal and organisational leadership challenges and concluded with an exploration of the key issues relating to the future of Africa. It drew on contributions from several prominent African figures including Mpho Letlape of Eskom, Vincent Maphai, chairman of BHP, and Archbishop Desmond Tutu, who has lent particularly strong personal support to the new venture.

Participating were twenty young African leaders, the holders of the new Archbishop Tutu Fellowships, offered in association with the new Institute and funded by a range of companies including Roche, Investec and Eskom. Coming from Nigeria, South Africa, Uganda, Botswana, Liberia and Dar-es-Salaam, the Fellows despite their relative youth are all prominent in their respective fields, whether business, technology, government or politics. Marshall Young comments: 'They were a most impressive group, and their age in itself is indicative of how in African countries people in their thirties are shouldering levels of responsibility comparable to those in their fifties in the developed world.' Significantly, the original impetus for college faculty involvement came from Sir John Templeton, who in discussions with Fellows had stressed the value of developing a network of senior figures willing to work with talented young leaders.

The African Leadership Development Institute follows hard on the heels of other initiatives in February in Nigeria in which other College fellows were involved (see news items, College Collaboration In West Africa and West Africa Network Takes Off). 'What all these initiatives demonstrate,' says Marshall Young, 'is a growing recognition of the contribution business leadership development can make in helping move Africa forward. A lot of developments are beginning to happen on the ground but the danger of course is fragmentation – and for that reason Templeton colleagues will be consulting closely how best to coordinate their efforts.' The second module of the African Leadership Development programme will take place in Oxford and London in September. To find out more about the programme contact [marshall.young@templeton.ox.ac.uk](mailto:marshall.young@templeton.ox.ac.uk).

28 April 2006

# New Bursar

The Dean Professor Michael Earl writes: 'I am pleased to inform everybody in the College that on 6 April Mike Dudley will be joining the College as Bursar (formally known as Treasurer and Chief Financial Officer). Mike comes to us having been Finance Director in international business firms and in a law firm. He is a Chartered Accountant and was both an undergraduate and postgraduate in his early years at Exeter College. He lives near Henley and is an active and top-class rower. Mike's appointment is part-time in the first instance, reflecting the reduced scope and size of the College since our "merger" with SBS in November. Several of you will have met Mike already as he has spent time getting to know us, but I am sure all will welcome him to our community.'

'Mike takes over from Glyn Pritchard who becomes full-time Chief Financial Officer at SBS. However Glyn will be here at Egrove Park quite often when he will be involved in the executive education part of his new responsibilities in the School, and of course as a Fellow of the College. Glyn remains a member of the college's Governing Body. Glyn has been a marvellous servant of the College and good colleague for 20 years and a respected Bursar in the collegiate University. We look forward to his continued connections with us.'

4 April 2006

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# Ramirez Book Praised

Agents of Change, co-written by Fellow in Strategy Rafael Ramirez, receives warm praise in a review by David Marsden of the London School of Economics in the British Journal of Industrial Relations, March 2006. 'Agents of Change is beautifully written with an engaging style, and the argument is put very persuasively,' writes Marsden. 'It is also a nice illustration of what might be called a "clinical approach" to organisations, in which social science is applied to the diagnosis and elaboration of strategies for change.' In the book Ramirez and his three co-authors, all of whom have long experience of consulting, review four major cases of industrial change in which they have been involved – the move from 'Quality of Work Life' to 'Workplace of the Future' approaches at AT&T, the deregulation of Italian state railways, strategic engagement at Lucent and preparing for deregulation at Electricite de France. For more details of the book which was published in 2003 by OUP see <http://www.oup.co.uk/isbn/0-19-926175-X>. Email: [rafael.ramirez@templeton.ox.ac.uk](mailto:rafael.ramirez@templeton.ox.ac.uk)

7 April 2006

# Counterfeiting Has Its Costs

A new report from UK law firm Davenport Lyons has found 70% of luxury goods buyers are willing to 'mix-and-match' fakes alongside genuine articles. Fellow in Industrial Marketing Keith Blois, who has made a special study of counterfeiting, comments: 'The good news is people are beginning to speak more openly about this problem. The bad news is that the more it is investigated, the more serious it appears.'

'Experts have always known that, contrary to the general impression, low value items are as likely to be counterfeited as high value ones. Your inexpensive Swatch watch is as likely to be counterfeited as a Rolex, and new evidence shows that volume of each brand being produced as a counterfeit is growing as technology makes copying easier. What the report highlights is how many people knowingly buy counterfeited goods. Any idea that it is the less well-off who buy counterfeited luxury brands has been shown to be false!

'A new wrinkle has been added to the armoury of those who seek to benefit from other's investments into the creation of brand names – the "look-alike". While it makes no claim to be, say, a Gucci handbag, it is presented in such a manner that the casual observer wouldn't know the difference. The implication seems to be that as long as others think that you are wearing a Patek Philippe watch worth £10,000, does it matter if it only cost £100?

'Counterfeiting is often presented as a bit of fun, but try telling that to a poor South African who has just spent a week's wages on some pharmaceuticals which are not just counterfeits but highly dangerous. Remember, too, that much of the counterfeiting industry is run by criminals closely connected with drug dealers and terrorists such as the IRA and Al Qaeda. If that doesn't change your attitude, be selfish and bear in mind that another recent survey showed that a counterfeiting scare involving a firm's products has a greater effect on stock market values than lower than expected financial results or the resignation of a chief executive. Counterfeits and look-alikes undermine brand values, and this has an impact on share prices – and ultimately your pension.'

28 April 2006

# Alan Rugman Honoured

A book of essays in honour of Alan M Rugman, Templeton Associate Fellow and Professor in International Business at the Kelley School of Business, Indiana University, has been published by Elsevier. Entitled *Internalization, International Diversification and the Multinational Enterprise*, it has been edited by another College Associate Fellow, Alain Verbeke, Professor of International Business Strategy at the University of Calgary.

Professor Verbeke writes in the introduction: 'Alan M Rugman will long be remembered as one of the founders and intellectual fathers of the modern field of international business studies. He has devoted most of his life to convincing other scholars and the public at large that the multinational enterprise is the most important organisational business form worthy of academic study in our globalising society ... Professor Alan M Rugman is what any great scholar should aspire to be: a person consumed by the goal of describing and explaining phenomena critical to the future of human society, and ready, at any time and place, to articulate and to defend what he believes is true.'

For more details of Alan Rugman's teaching and research activities see <http://www.kelley.indiana.edu/rugman>.

21 April 2006

# Minister Comes to College

The Rt Hon John Hutton MP attended the College Dinner on 27 April as the guest of Roger Undy. John Hutton, who entered the Cabinet as Chancellor of the Duchy of Lancaster in May 2005 and last November was appointed Secretary of State for Work and Pensions, worked with Roger during the 1980s as part of one of his research team at Templeton/OCMS. The dinner was very well attended by over 70 Fellows, students, staff and guests. Attendees included the Chairman, Richard Greenhalgh; Honorary Fellow Sir Douglas Hague; Barclay Fellow John Saunders; and Associate Fellows Michael Kaser, Robin Pedler, Peter Snow, Steve Walker and Theodore Zeldin.

In a short speech the Dean Professor Michael Earl welcomed the Minister and announced various Nautilus Fund and other fundraising developments (see separate news item). On a lighter note, he offered a prize of a bottle of champagne for the best suggested title for an abstract hanging behind the top table. Twenty suggestions were received, not all of them decipherable or printable, but the top two contenders each won champagne for their variants on 'What becomes of the broken-hearted?' Professor Earl also outlined forthcoming College events this summer. These include the next guest dining night on 11 May, at which the Vice-Chancellor, Dr John Hood, and the East Oxford MP Andrew Smith will be present, and the College's annual summer celebration on 9 June.

28 April 2006

## 2006 North American Reunion

The Templeton College gathering held as part of the 2006 North American University of Oxford Reunion took place very successfully, reports the Dean, Professor Michael Earl. 58 attendees, including graduate and executive alumni, students and members of the Oxford Business Alumni (OBA), participated in the event, which was held on the evening of Saturday 1 April in the Beekman Suite of the Waldorf Astoria Hotel in New York. During the reception the Dean outlined the current structure of management studies at Oxford and plans for the future. A short speech followed by Professor Anthony Hopwood, Dean of the Saïd Business School, and an impromptu challenge from benefactor William 'Gus' Carey to attendees to lend their personal support to College and School initiatives.

Overall, 35 of Oxford's 39 colleges were represented in receptions during the two-day Reunion. Opening with a speech by the Chancellor, Lord Patten of Barnes, on Oxford alumni developments around the world, it included presentations on the Saturday on current activities in the University ranging from health to music and the new James Martin 21st Century School. At lunch the Vice-Chancellor, Dr John Hood, spoke on the various challenges confronting the University, and the day concluded with a panel discussion by Oxford academics and alumni on the post-Iraq role of the US. Sunday morning saw an OBA reception at which Administrative Fellow Dorothy Cooke and College Development Officer Emma Robinson represented Templeton. In a short welcome on behalf of the College Dorothy urged College alumni to keep in touch and share their ideas about the development of the College. She also announced plans for a new College website to be launched during the Trinity term which will offer easier access to College news and views.

'The Reunion provided an excellent showcase for the different activities being pursued in the University,' comments the Dean, adding: 'I was particularly pleased and gratified that so many were able to attend the College gathering. They represented a very good mix of years and programmes, and it was good to catch up with them and hear what was happening in their lives and careers. All were extremely interested in developments at Oxford and in asking about faculty, staff and fellow students they had known. Indeed I was struck by the great affection and detail with which they remembered events in College during their time here.'

For information about College development and activities, or to share you news and views, please contact Dorothy Cooke email [dorothy.cooke@templeton.ox.ac.uk](mailto:dorothy.cooke@templeton.ox.ac.uk), tel +44 (0)1865 422734 or Emma Robinson, email [emma.robinson@templeton.ox.ac.uk](mailto:emma.robinson@templeton.ox.ac.uk), tel +44 (0)1865 422733.

21 April 2006

## Doctorate for Nicoletta

Congratulations to visiting doctoral student Nicoletta Occhiocupo on the award of a doctorate by the University of Genoa for her dissertation on marketing, 'Foodservice Marketing'. Nicoletta, who is a researcher at the University of Parma, within the Marketing Institute, directed by Professor Gianpiero Lugli, has been working on her thesis since 2002 and did much of the comparative work at Templeton.

Fellow in Retail Marketing and Director of the Oxford Institute of Retail Management, Dr Jonathan Reynolds, comments: 'While at Templeton Nicoletta has not only had an enormous impact on the life of the College by, amongst other things, co-organising the student guest dinners, but has shown herself to be an enormously hard worker, highly skilled at approaching and interviewing senior managers and applying the insights to develop her arguments. We wish her well in her future career!'

28 April 2006

## Hospital Computer Glitch: 'Hold-Up Would Be A Pity'

On Channel 4 News on 24 April the Dean, Professor Michael Earl, commented on the controversy surrounding the £6 billion NHS computer system now being trialled at Oxford's Nuffield Orthopaedic Centre. The magazine Computer Weekly had quoted a leaked report to Nuffield's board saying there was a 'significant backlog of outpatient appointments' and that 'critical' issues of patient care had arisen.

In the Channel 4 interview Professor Earl commented that 'Cost and time overruns are commonplace in large IT projects in the public sector, but it would be unfortunate if this project were cut back due to the reported financial pressures currently affecting the NHS.' Earlier in the interview he had stated that the project was very ambitious and could provide a world-leading platform for joined-up health care. He suspected that some of the apparent implementation problems were due to the project being seen as a computer system initiative rather than an organisational change programme.

25 April 2006

## Back to College

Roger Burritt, who in March was appointed Professor in Accounting at the University of South Australia in Adelaide, took the opportunity during a visit to his publisher in Oxford and en route to Austria to call in at the college and catch up with some of his former contacts. Roger, who was an Oxford MPhil student from 1973-1975, was welcomed by a number of faculty and staff who knew him at that time, including Bob Vause, Roger Undy, Michael Earl and Dorothy Cooke. For details of his career and research and teaching interests see [www.unisanet.unisa.edu.au/staff](http://www.unisanet.unisa.edu.au/staff). Roger can be contacted at [roger.burrit@unisa.edu.au](mailto:roger.burrit@unisa.edu.au).

25 April 2006