



Templeton Bulletin

September 2006

The Dragon Joins Its Tongues

Friday, September 01, 2006

In July 2006 Associate Fellow Kathryn Bishop chaired a regional conference for public service leaders in Wales, attended by the First Minister for Wales together with a number of cabinet ministers and more than 150 senior executives working in the public services across Wales.

The meeting marked the publication by the Welsh Assembly of *Beyond Boundaries: Citizen-Centred Local Services for Wales*, a review of local service delivery led by Sir Jeremy Beecham. In her capacity as a non-executive director of the Assembly, Kathryn provided independent facilitation for the day, which included presentations, syndicate workshops and a panel discussion with the team who undertook the review.

She writes: 'We hear the phrase "joined-up" government frequently, and although it expresses the intention to provide connected, coherent services to the public, the effort to make this real is very considerable. Regional government structures bring the possibility of such connectedness closer, because of geography and scale.'

'In Wales regional government is progressing rapidly with just such an agenda. There is a platform there for policy making and delivery which is genuinely "joined-up", and the scale and geography of the region, as well as the degree to which public servants across Wales know each other, allows real progress to be made. There are few places in the world where it is possible to meet in one room the senior leaders from local government, from the health service and Assembly government senior civil servants with policy and delivery responsibility, as well as leaders from the voluntary sector and from business.'

'It was invigorating to be at an event like this, with a real purpose and agenda in company with people who have the remit to do something significant in public service. This conference allowed real connections to be made between those responsible for delivery. The opportunity for them to talk to each other, to share perspectives and their plans was a very important part of making joined-up regional government a reality.'

To find out more about the conference visit

<http://new.wales.gov.uk/news/presreleasearchive/140706beeceh?lang=en>.

Lima Lecture

Friday, September 01, 2006

Templeton's Senior Tutor Ian Kessler has been invited to give a paper at the International Industrial Relations Association World Congress in Lima, Peru, on September 11-14 on 'Collective Dispute Resolution in the Public Services: The Case of the Local Government Pay Commission'. Dr Kessler, Fellow in Human Resource Management at Templeton and University Reader in Employment Relations, is an expert on public sector HR management and reward strategies and has been involved in several major funded research programmes including Performance-Related Pay, the ACAS In-Depth Advisory Service, Developments in Public Sector Employment Relations and Cross-Cultural Executive Competencies. He can be contacted at ian.kessler@templeton.ox.ac.uk.

Warwick Moves

Friday, September 01, 2006

Fellow and University Reader in Strategic Management Loizos Heracleous has been appointed to a Chair at Warwick Business School with effect from the end of Michaelmas Term. And in another move from Oxford to Warwick Fellow in Accounting, Dr Fiona Anderson-Gough, will be taking up a Readership at the Business School there from the beginning of 2007. The Dean, Professor Michael Earl, writes: 'I am sure all our staff and associates will wish to join me in congratulating Loizos and Fiona. Although we will be sorry to lose them, these represent considerable achievements, and we wish them all the best in their future careers at Warwick.'

Perth Honour for Kunal Basu

Monday, September 11, 2006

Kunal Basu, Fellow and University Reader in Strategic Marketing, has been awarded the 2007 Haydn Williams Fellowship at Perth University. The citation marking the honour acknowledged Dr Basu's 'academic achievements and international reputation and his interdisciplinary perspective'. The Fellowship will involve Dr Basu in visiting the Perth universities for some six weeks next year and delivering public lectures.

This award follows several other recent invitations for Kunal (who is also a published novelist) to speak at various literary gatherings, including the Edinburgh Festival and the Scottish Universities' International Summer School Creative Writing Programme in August and September this year and the Ubud (Bali) Literary Festival in February 2007.

Flying Off the Shelves

Monday, September 11, 2006

In what is thought to be a UK first, shoppers at discount supermarket chain Lidl will be able to buy flights to Europe along with their groceries. For a week from 5 September Lidl is selling flight vouchers at its checkouts to be used on routes operated by Air Berlin. A German firm which has 390 UK stores, Lidl is noted for its low-cost ranges with few well-known brand names. Commenting on the BBC news website, Fellow in Retail Marketing Dr Jonathan Reynolds, director of the Oxford Institute of Retail Management, said 'There's a natural match between a low-cost retailer and a low-cost airline. It's a really positive development in that it makes low cost airline travel more accessible to budget-conscious consumers.' To view the news item, visit <http://news.bbc.co.uk/1/hi/business/5297062.stm>.

Knowledge Transfer Partnership Launched with the ESRC

Thursday, September 21, 2006

Templeton affiliate Mike Moynagh has signed a major three-year contract with the ESRC to assist the Research Council's knowledge transfer activities and bring some of the best of academic research (including, but not restricted to, ESRC-funded work) to a broader audience of policy-makers, practitioners and others by placing it in the context of emerging and future trends. The Research Council will provide support for Mike's Tomorrow Project, which is based at the College, including the 'GLIMPSES' database of emerging trends, its various

networking events and produce a series of books for the Council. These will be published one a year throughout the course of the partnership. The first will focus on the future of globalisation and the second probably on the future of the life cycle. The subject of third has yet to be decided. Support of £70,000 has been allocated for the first year with funding thereafter expected to be at an equivalent or higher level, depending on the experience of the first year. The work will be carried out by the two-man Tomorrow Project possibly in association with other short-term fellowships to be funded by the Council. For more information on the Tomorrow Project please visit www.tomorrowproject.net or email mike.moynagh@templeton.ox.ac.uk.

Future Travel

Friday, September 22, 2006

Fellow in Strategic Management Rafael Ramirez will be one of the keynote speakers at the ACTE (the Association of Corporate Travel Executives) Global Barcelona Conference, on 22-24 October. Sponsored by [British Airways](#), Rafael will talk on 'How the Travel Industry Will Change: Implosion, Invasion, Explosion – Or All Of The Above?'

'Industries, like all systems of value creation,' write the conference organisers, 'change in fairly predictable ways as innovators or invaders re-shape the component parts of existing industries into new ones offering new value propositions. The question for managers is how to understand the future of change and distinguish between the changes that they can make and the changes that happen to them. Rafael Ramirez, a distinguished author, professor and consultant on business strategy and innovation, will illustrate how effective change management requires a futurist and a historian and how you can learn to be both.'

Other keynote speakers at the conference are former Irish President, Mary Robinson, now President of the Ethical Globalisation Initiative; Dr Ricardo Baeza-Yates, Yahoo's European and Latin American Research Director; former World Economic Forum Director, Frank-Juergen Richter; and Daniel Calleja y Crespo, Director of the EC's Air Transport Department. For more information on the conference visit

www.acte.org/events/Barcelona/general_sessions.php

Professional Development Programme

Friday, September 22, 2006

Templeton doctoral student, Samantha Fairclough writes: 'Whilst Oxford MBAs receive specialist advice on careers, presentation skills, team work, project management and the like, DPhil and MSc students have felt a little neglected by comparison. Supervisors do not always have the answers, nor the time, to address these areas, particularly as supervision tends to focus on the theoretical and methodological issues relevant to writing a thesis. The practicalities of publishing, teaching, attending conferences, networking, and job hunting are often assumed to be skills gained through osmosis, or trial-and-error.

'Given this and in line with the recent Roberts Report recommendations that institutions should develop effective researcher training programmes and career development plans, Dr Sue Dopson, Fellow in Organisational Behaviour, and I have put together a programme for the Saïd Business School of seminars, workshops and lectures aimed specifically at postgraduate research students of Management. These sessions are themed around some of the practical, developmental issues faced by doctoral and other postgraduate students, such as job hunting, academic publishing, teaching, time and project management, and the use of library and on-line information sources. As well as specific sessions addressing students' developmental issues, this programme also highlights, and integrates with, courses and training sessions currently offered by the MSc in Management Research, the Oxford University Computing Service, and the Oxford University Careers Services.

'This new developmental initiative attempts to address some of these issues, so that students can feel more confident about managing their careers beyond Oxford. In Hilary and Trinity terms we will be piloting a teaching practice programme, in conjunction with the Oxford University Learning Institute, and in Trinity we are looking to organise the inaugural Saïd Business School Doctoral Conference, where students can present and discuss their work with other DPhils and faculty.'

Samantha Fairclough is working on the origin, persistence, and behavioural consequences of professional elites, such as the so-called 'magic circle' – the top five UK law firms - and the role of the media in creating and sustaining such groups. After Oxford she is looking to pursue an academic career. For more information on the programme contact samantha.fairclough@sbs.ox.ac.uk.

New Book: Rewarding Success

Friday, September 22, 2006

Commenting on a recently released book about rewarding success Elizabeth Howard, Fellow in Retailing at the College comments, 'Top executive pay is a highly contentious topic. Unfortunately for executives much of the writing about it is either sensationalist or highly academic; none of it much help to the reader looking for a balanced and informed view. Fortunately we now have a lucid, thoughtful look at what does, and should, influence top pay and it is a remarkably easy book to read as well.'

The book, *Senior Executive Reward: Key Models and Practices* (Gower) has just been published by Sandy Pepper, leader of the global HR services practice at PricewaterhouseCoopers who is currently taking part in the Oxford –HEC Consulting and Coaching for Change (CCC) programme, which Elizabeth co-directs. Sandy provides an overview of the main theories (from economics, game theory and the behavioural sciences) and best practices (in corporate governance, tax, accounting, compliance and so on), reviews the current state of corporate governance as it affects executive reward and backs this up with many case studies.

Echoing Elizabeth Howard, Olaf Lang, Global Head Compensation Management Private Banking, Credit Suisse, writes: 'Only very few books on senior executive reward are able to combine both a practical view and a theoretical perspective. Sandy Pepper presents every important aspect of this highly controversial topic in a comprehensive and unbiased manner. This is a very useful book, not only for compensation specialists, but also for anybody who wants to obtain a broader perspective on this highly emotive issue.' For more information about the book visit Gower publishers website at www.gowerpub.com.

New Fellowship Strengths

Friday, September 22, 2006

The College has announced the election of four new Fellows. They are:

- Dr Mirela Predescu, Fellow and University Lecturer in Finance
- Dr Paul Montgomery, Fellow and Lecturer in the Department of Social Policy and Social Work in Evidence-Based Intervention
- Dr Linda M Scott, Fellow and University Reader in Marketing
- Dr Catherine Dolan, Fellow and University Lecturer in Marketing

All took up their fellowships at the beginning of September except Dr Dolan who begins in February. Mirela Predescu, who is an expert in the fields of credit risk, derivatives and asset pricing, brings expertise in the field of finance – a gap the College has had for the last five years. After study in her native Romania she pursued her doctorate at the Rotman School of Management at Toronto University, where she also worked as an instructor. Linda Scott, formerly Associate Professor of Advertising, Art & Design at Illinois University, is the author of *Persuasive Imagery* (Erlbaum, 2003) and *Fresh Lipstick: Redressing Fashion and Feminism* (Palgrave Macmillan, 2005). Catherine Dolan, formerly Assistant Professor in the Department of Sociology & Anthropology at Northeastern University, has particular interests in corporate social responsibility, gender and ethical consumption globally and is the joint editor of the study, *Ethical Sourcing in the Global Food Industry*.

These Fellowships are noteworthy for reasons other than the calibre and range of interests of the appointees themselves. They bring the number of specialists in global marketing, retailing and consumption at the College to six, creating a particular concentration here in these areas. Dr Montgomery's Fellowship is notable for being the first at the College outside its mainstream areas of business and management. Paul first came to Barnett House (the University's Department of Social Policy and Social Work) in 1996 to take an MSc in Applied Social Studies and the Diploma in Social Work. He returned in 2003 as Departmental Lecturer in Evidence-Based Social Work, having completed a doctorate in child and adolescent psychiatry at the Park Hospital, Oxford. Over the last two years in the Department, Paul has established a Systematic Review Group focusing on psycho-social interventions.

Professor Michael Earl, Dean of the College, comments 'We welcome our four new Fellows who join us at an exciting time as we plot the next several years of the College's future.'

Student Degree Successes

Friday, September 22, 2006

Two Templeton graduate students are to be warmly congratulated for their outstanding performances in the 2005/6 cohort of MSc Management Research students. Kerstin Helminger and Maja Korica were the top two students in the year, both receiving distinctions. 'There were thirty-two students in the year so these are notable achievements,' comments Senior Tutor Ian Kessler, 'As well as coming top Kerstin has also won the Dan Gowler Prize for the best MSc dissertation in the fields of Industrial Relations and Organisational Behaviour for her work on a local high tech initiative, 'Closing the gap: the case of the Oxford Genetics Knowledge Park'. While Maja was awarded the prize for 'best student' of year on the MSc.

Kerstin read Modern History & Economics at St Anne's College, Oxford, before working as an Associate with the Galileo Consulting Group in her native Germany. Maja had extensive experience in the hotel and leisure industry in Croatia before coming to Oxford. Her notable contributions as Graduate Common Room Social Secretary, especially in organising this summer's Cambridge student exchange, have already featured prominently in our website news items.

Information about Graduate study opportunities at Templeton College are available from the website www.templeton.ox.ac.uk or by contacting enquiries@templeton.ox.ac.uk

Templeton Students Honoured at Business Project Awards

Saturday, September 23, 2006

Five Templeton MBA students were among those honoured at the Saïd Business School's Student Business Project Awards Ceremony on the evening of 14 September. College students featured in four of the six project teams short-listed for the ElectroComponents Prize for Best Strategic Consultancy.

Victor Zhiltsov was a member of the prize-winning team which had worked closely with the London Stock Exchange to find out why so few Russian mid-caps are members of the AIM market. Currently only 15 out of the 1,500 Russian mid-caps take part in AIM. A lot more could get involved but there are cultural and financial barriers on both sides. The team identified these and made a series of far-reaching recommendations. Jon Edwards, their LSE sponsor paid warm tribute to the timely production of a detailed 'piece of work that will greatly extend the reach of the AIM market'.

Another Templeton Russian student, Ilya Pribylov, participated in a short-listed project team that looked at ways in which Williams Grand Prix Engineering might diversify its income streams by offering high tech consultancy to other companies. In addition Templeton MBA Daban Chakraborty took part in a short-listed team working with internet giant Yahoo to help strengthen the marketing use of its customer data.

Two other Templeton MBAs, Alasdair Easterbrook and Charl Whitlock, worked together in another short-listed team on an assignment called 'Mind the Gap' exploring the future UK utilities markets for the Roland Berger consultancy with particular emphasis on the role of renewables and carbon trading. Alasdair, who firmly believes that 'now is the time to get into renewables like wind power', described it as 'a very demanding project'. 'We lived and breathed it for two months, sharing a house – and a single bathroom! - in London, working, from 8.30 in the morning to 7.30 at night weekdays and weekends.'

At the end of their courses Oxford MBA students carry out two-month strategic consultancies in 4-person teams for a wide variety of organisations around the world. This year MBA students worked in 32 countries in 49 strategic consultancy teams. Speaking at the event JP Morgan's MD, Michael Davie, hailed the 'teamwork, research skills, creativity and application of theory to practice' in the business development projects. BG Srinivas, EMEA Head at Infosys highlighted the role Oxford business students could play in transforming tomorrow's business: 'We partner with a lot of business schools but none better than Saïd with its future leaders of business. You give us new ideas, make us think afresh about changes in the world. You students will make those changes and will make a difference to the world by what you will do.'

For more information about the awards contact the School's Press Office (details), visit www.sbs.oxford.edu or contact projects.office@sbs.ox.ac.uk (tel: +44 (0)1865 28874).

Information about Graduate study opportunities at Templeton College are available from www.templeton.ox.ac.uk or by contacting enquiries@templeton.ox.ac.uk