



Templeton Bulletin

October 2006

Student Degree Successes;

Monday, October 02, 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 Helmlinger 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

Journal Citation Success

Monday, October 02, 2006

The Journal of Information Technology, edited by Fellow in Information Management Chris Sauer and Associate Fellow Leslie Willcocks, has scored a signal success in the latest journals impact ratings. The ratings, which are carried out independently, are based on the number of times articles in a particular journal are cited. In the management field in 2005 the Journal of Information Technology shot up the rankings from 34 to 11, overtaking such famous names as the Harvard Business Review and the Journal of Management.

As well as strengthening the academic and research focus of the Journal Chris and Leslie have introduced more state-of-the-art surveys in the field and sections for debate and practitioner perspectives. Submissions have more than doubled in the last three years, and as a result the journal had to double its complement of associate editors to manage the review process.

The September issue celebrated the life and work of Professor Claudio Ciborra, who died last year aged 54. In December there will be a special issue on information systems and complexity, which will include Max Boisot's article 'Moving to the edge of chaos: bureaucracy, IT and the challenge of complexity', and Professor Peter Allen's 'A co-evolutionary complex systems perspective on information systems'. 2007 will see further special issues on information systems and organizational agility and an issue of teaching cases. For more information see <http://www.palgrave-journals.com/jit/index.html>.

Human Resource Management and Knowledge Creation

Tuesday, October 03, 2006

Senior Research Fellow in Employee Relations Marc Thompson has given a paper on the role of social practice in organisational strategic renewal at Copenhagen Business School to a new network of academics from around the world with an interest in how human resource management practices can impact on knowledge-related performance. The network organised by the Copenhagen Business School brought together thirty-five researchers in the fields of strategy, international business, organizational behaviour and HRM on 14–15 September.

For more details of Marc's interests see

<http://www.templeton.ox.ac.uk/fellowship/fellows.asp>

The Future of Intellectual Property

Tuesday, October 03, 2006

The first of a series of consultations with stakeholder interests in the intellectual property system was held at the Oxford and Cambridge Club in London on Monday 25th September. The IP system which was designed for the nineteenth century is creaking under twenty-first century pressures, and the consultations are seeking perspectives on how the system may need to change. The event, which was chaired by Associate Fellow Alison Brimelow, who is President-Elect of the European Patent Office, was conducted under Chatham House rules of confidentiality, but Alison reported that it had proved very useful. Alison has been supported in this work by Marc Thompson, Senior Research Fellow in Employee Relations.

Wise Words for the Class of '06

Thursday, October 05, 2006

Templeton's growth in graduate student numbers continues apace. 109 new students were admitted at the College's Michaelmas Term Induction Day on 4 October, bringing the total number of graduate students at the College to 129. Providing the background to this increase, the Dean, Professor Michael Earl, in his speech of welcome to the new students highlighted a striking statistic: for the first time in its 800-year history Oxford University this October admitted more graduate than undergraduate students.

Templeton sought to be a home to its students in various ways, said Professor Earl. Some 60% of Templeton's students are now housed in college-owned accommodation, either at Egrove Park in Kennington or its new student annexe, Rewley Abbey Court, in the centre of the city. The College also tried to be a home in other senses, providing academic guidance and personal support, a wide range of sporting and social opportunities. Its cuisine was noted throughout the University, especially its student guest dinners: 'We are the second youngest and second poorest Oxford college but we are the top in terms of food and hospitality.'

In its role as 'the graduate college of choice for Oxford's graduate management students' Templeton also offered its students intellectual support and inspiration: 'We are all concerned with management-related studies and all speak the same language.' Looking ahead, he saw the College pursuing a complementary role to the Business School with an emphasis on the context of management – 'the development of leadership in a sustainable world' focusing in a series of projects on the future shape of society, emergent global markets and the relationship between enterprise and the environment.

'We are very busy people here,' he concluded. Learning is about hard work. But it is also about enjoyment – and I hope you will all enjoy yourselves at Templeton.'

Senior Tutor Ian Kessler followed with 'a different speech of welcome' in which he described how students - and his own role - fitted into Oxford's complex structure. In terms of the University he was their 'gatekeeper, advocate and protector', in terms of the College, their academic 'decision-taker, overseer and confidant'. Vowing 'always to do my best to ensure that your interests are best served in the University', he nevertheless emphasised that 'rules were rules' and had to be observed. The College was now very diverse indeed, representing twenty-seven different nationalities in its current student intake. Consideration and respect were vital.

'Templeton College is also all about involvement and commitment,' he ended. 'It is what you make of it, so make the most of it.'

Literary Pursuits

Thursday, October 05, 2006

Following his article on George Orwell college editorial consultant Peter Snow has published another essay in his series of literary re-appraisals: a study of the novelist CS Forester in the August – September number of the London Magazine. 'He may not be a great novelist,' Snow writes, 'but he is in some ways a more interesting figure. CS Forester was a fascinatingly flawed writer, but who ultimately failed to realise his vision.' Confusingly – and annoyingly – Snow's interest in writing about Forester is shared by his namesake, the television personality Peter Snow (see Google passim). Templeton's Peter Snow will be following his Forester article with a revaluation of Kingsley Amis – 'a modernist in traditional dress' – to be published in the Oxonian Review of Books this autumn. For more about these journals visit www.thelondonmagazine.net and www.oxonianreview.org.

Chinese Shoes and a Long Working Day

Monday, October 09, 2006

Under pressure from manufacturers, the EU on 4 October announced a tariff on leather shoes imported from China, accusing China of 'dumping' shoes in Europe at less than market prices. Beijing has responded that the tariff, approved by one vote, was legally 'defective' and not in accord with global trade rules, and it has threatened to retaliate.

However, what is not immediately clear from the shoe dumping vote is that it was bound up with the apparently unrelated issue of the so-called '48 Hour Week' Working Time Directive. Associate Fellow and long-time Brussels-watcher Robin Pedler gives the background:

'In 2005 the European Commission proposed stricter conditions on the opt-out from the 48 hour a week Working Time Directive, aiming to phase out it by 2012. This is a big issue for the UK - one of only three member states where the opt-out is widely used. UK employers via the CBI, supported by the government, are against any restrictions but are opposed by unions, including the TUC and ETUC.

The proposal went to the Council of Ministers. Labour Ministers failed to reach agreement under Luxembourg's presidency in June 2005, and the UK did not push the issue under its presidency. Austria also failed to broker an agreement, so the task falls to Finland, which intends to take a vote in council in December.

Throughout the process the UK has sought to assemble and maintain an alliance of countries that will be a 'blocking minority' and so avoid defeat. It also appears that the UK has been involved in a series of side deals on issues unconnected with labour law in order to win and keep allies. It is said, for instance, that the price of the German votes was UK support for Germany's desire to modify the EU Takeover Directive so as to be able to maintain the special voting structure that protects VW from takeover.

"The biggest diplomatic initiative seen in peacetime" is how John Monks of ETUC sees the UK's efforts to assemble and maintain a blocking minority. Lobbying between governments and political deals has been going on behind closed doors, but the issue was forced into the open in the last week of September by a series of actions involving Italy's new left-wing coalition government. When Romano Prodi took over from Silvio Berlusconi as prime minister, he announced that he would no longer support the UK on the opt-out issue. In a desperate effort to get him to change his mind, the UK offered to support Italy on the imposition of the duty on imports of shoes from China and Vietnam.

However, in the true spirit of EU brinkmanship an agreement for anti-dumping of shoes was nevertheless reached on 4 October. In the event Italy voted for and the UK against - so clearly the deal relating to the 48 hour week had not flown.

In the meantime, member states have left themselves in an exposed position by failing to replace the existing text the 48 hour week. Based on that text, for instance, the European Court of Justice (ECJ) found in two cases in 2003 that 'time spent on call' was indeed 'working time'. Member States are horrified by the likely disruption and cost to their health services of acting in line with these judgements. In September 2006 EU Ombudsman Nikiforos Diamandouros issued a report reprimanding the Commission for being sluggish in forcing Member States to respect them. Social Affairs Commissioner Vladimir Spidla reacted by threatening to take several member states to the ECJ. In a separate case, DG Transport is preparing court actions against nine member states for failing to transpose into national law the amendment that extends working time rules to transport. Roll on December!

Farewell to Keith Blois

Wednesday, October 11, 2006

It was a mark of the esteem in which Fellow in Industrial Marketing Keith Blois is held by his many colleagues and contacts throughout the University and internationally that over 70 guests came to bid him farewell at his retirement party at the College on the evening of Saturday 7th October.

After a BA at Bristol University and a PhD at Loughborough University of Technology, Keith worked for several years in industry in operational and market research, before being appointed lecturer, then Reader, at Loughborough. In 1986 he was elected Fellow in Industrial Marketing at Templeton College where he went on to serve as Senior Tutor from 1991 to 1995. The author of *The Oxford Textbook of Marketing* (OUP, 2000) and over 100 journal articles, he has research interests that began in 'transactional economics' but more recently have extended to include marketing in the service, non-profit and business-to-business sectors, and particularly in the new field of 'relationship marketing'. In these areas Keith has become, as the Dean Professor Michael Earl commented, 'a figure recognised worldwide'. He has held honorary visiting positions in many institutions in the USA, Eastern Europe, China and the Far East.

Emeritus Fellow Roger Undy paid a warm and humorous tribute to Keith's contribution as a Fellow of the College: 'In earlier days there were several routes by which people became Templeton Fellows. Some started out as researchers here, others were BITs ("bought-in talents"), BITs had the advantage of being cheap; you simply poach them. They generally saw their time at Oxford as another tick on the CV. Occasionally they stayed for ten years, and occasionally took root. Keith exceptionally came to occupy a central role in the college. And he was exceptional also in playing a key role in the development of Management Studies in the University.

'Keith played a leading role in at least three major programmes at the College, including the Oxford Advanced Management Programme (AMP) - which he was largely responsible for making work so well - and the British Council Marketing Programme, which brought very high level marketing executives from India here for ten weeks - although Keith gained a fearsome reputation with the participants as a disciplinarian in keeping everyone in line! In his work with undergraduates and postgraduates he showed immense care for the students and looked after them to a very high degree.

'Keith has been a pillar in our activities - and in our relations with the university. He displayed enormous institutional loyalty, and his door was always open. When Management Studies started to matter in the University,

Keith (together with John Purcell) helped make Templeton more acceptable in the eyes of the University. Keith played an essential role in keeping us on an even keel in our relations with SBS in the mid-1990s, when he showed himself willing to take the College through one of its most difficult times.

'What made him so insistent in his beliefs about the College at these times? I see an analogy here with the "Old" Labour Party. His commitment sprang from his strong ethical base, his roots in his non-conformist background. There is something of the Old Testament prophet about Keith. He has always been prepared to stand up and say unpopular truths, regardless of the consequences for his own career.'

Keith responded: 'I am privileged that so many people have come here this evening and I feel humbled by the generous comments I have heard. I can still remember how it happened I came here. I saw the job advertised when I was at Loughborough and decided to apply for it. For a long time nothing happened, and then, out of the blue, the then president of the College Uwe Kitzinger invited me to join him for breakfast at the Royal Garden Hotel in London. Subsequently I was also invited to lunch at the College, in the course of which Uwe asked how I would set about marketing a service institution like Templeton College. As I was not being paid consultants' fees I tried to side-step that one, but Uwe pointed out that, as an economist, I should know that there is no such thing as a free lunch - and would I please answer the question!

'When I joined it the College was very self-contained institution. Now of course that has all changed and it is very involved and integrated with the University. In my own dealings with the University, there were some people that I came greatly to trust and admire, notably Roger Van Noorden, then the Chairman of General Board, and Mary Ann Robertson, then the Secretary of the Social Studies Division - and I am delighted to see them both here tonight.

'So what, distinctively, does Templeton bring to the University? I think it is something that it draws in large measure to its non-academic members - a quality and tradition of service and the care and support that we all give one another. In coming to Templeton I could not have made a better choice. I have been very happy here and a very fortunate person.'

In addition to the Blois family - his wife Nicola and his sons, Mark and Paul, and their wives, Jane and Charlotte - there were 'many friends from past and present', as the Dean Professor Michael Earl commented. They included Emeritus Fellows, Bill Impey, Sid Jennings, Bob Vause and Tony Rands; Honorary Fellow, Rosemary Stewart; Associate Fellow, John McGee; Barclay Fellow, Richard Greenhalgh; Fellows, Gerd Islei, Jonathan Reynolds,

Rafael Ramirez and Marc Thompson; Administrative Fellows, Dorothy Cooke and Glyn Pritchard; and very many former members of the College's domestic & administrative staff with whom Keith had worked, including Jenny Beaton, Debbie Blunden, Peggy Molan, Stephanie Parsons, Caroline Pearce, Don Shephard and Mary Stuck.

Professor Earl concluded by paying his own tribute to 'a multi-faceted and very committed member of the College'. 'We recognise and thank you for all the different roles that you have played in the College and wish you – and your wife - a very happy retirement.'

Maja Korica: New Junior Dean

Wednesday, October 11, 2006

Starting in October 1st, first-year DPhil student Maja Korica has been appointed Junior Dean at the College. This position builds on Maja's previous involvement in College life as the last year's GCR Committee vice-president and social secretary as a member of the MSc class.

Maja's research interests focus on issues of institutional governance in EU institutions and universities. Her professional career involved assisting in the development of Croatiansun, a start-up in the Croatian real estate industry, where she also acted as an Administrative Manager and Director of Communications.

Asked about Templeton's contribution to the life of its students and her role in this process, she said: 'Templeton's benefits to its students in my view come from its small and flexible nature. As a specialised graduate college, we have the opportunity to better understand our students' needs as well as the resources and willingness to meet them, be they academic, athletic or social. Consequently, I see my role as a unique opportunity to encourage and streamline dialogue between our students and the College effectively to the benefit of both. Equally, however, I feel my role is about making every one of our students and their partners or families feel not only served, but welcome - and sometimes just a coffee and a half an hour chat with a friendly face is all that it takes.'

Advancing Management

Friday, October 13, 2006

As a past administrator and business manager of the Oxford Advanced Management Programme (AMP), Dorothy Cooke represented the College at an event to launch a book about the early days of the AMP programme from its introduction in the UK in Durham in 1963 until its transfer to OCMS/Templeton College ten years later. An initiative of the Harry Hansen Research Fellowship (formerly the Advanced Management Programme International Trust), chaired by Marc Verstringhe, *Advanced Programmes International: A Contribution to Management Education in the United Kingdom*, which was written by Sally Heavens, celebrates the programme's role in the development of management education in the UK.

The group attending the event in London included three participants from the opening programme, three past administrators and other past participants and supporters of the programme, including a representative of family of John Bolton, one of the leading lights in the launch of AMP in the UK. In his speech to open the event Sir Adrian Cadbury, himself a participant in the 1963 programme, celebrated the work of John Bolton and also of Harry Hansen in making the Harvard approach to management education accessible at such an early stage in the development of Management Studies in Europe. To find out more about the current AMP visit www.sbs.oxford.edu/amp.

Keith Blois: Visiting Lancaster Professorship

Monday, October 16, 2006

No rest for the reputable even if they are retired! Only days after celebrating his retirement from the College with over 70 colleagues and friends on the evening of 07 October (see news item '[Farewell to Keith Blois](#)') and cheerfully expecting an interval in academic 'limbo', we learn that Keith Blois has been offered a Visiting Professorship by Lancaster University's School of Management. We congratulate him most warmly. Keith, Fellow in Industrial Marketing at Templeton for over twenty years, reports that he is 'looking forward to the collaboration with the leading UK group of researchers in my field of marketing'.

Best Wishes

Thursday, October 19, 2006

Siva Sundaram, who served as President of the Graduate Common Room during his MBA course 2005-2006, writes to the Chairman of Governing Body, Richard Greenhalgh: 'On behalf of the outgoing Templeton students and GCR Committee, I wish to thank the Governing Body for all the wonderful work that it has done for the student community. The Governing Body's support to the students was exceptional. Personally I had a great experience watching and interacting with you all. With such a dedicated Governing Body I am sure the college will re-invent itself as the best college at Oxford.'

Siva also reports that he has moved to London, and in the process of searching for a job in corporate finance.

Peak Moments

Thursday, October 19, 2006

Rob Follows, who is both a graduate alumnus of the College and a past participant of the [Oxford Strategic Leadership Programme](#), re-visited Templeton on 12 October, when he took the opportunity to meet Administrative Fellow Dorothy Cooke, tell us his news and catch up with developments in College. Subsequently, Rob also attended the Alumni Reunion on 20 October.

As well as becoming the founding partner of US-based STS Capital Partners, Rob reports that he has also become an experienced mountaineer since graduating: 'When I was studying at Templeton, I met Katrina Sandling and together we set a stretch objective of climbing the Seven Summits for charity – although at that time neither of us were climbers. The Seven Summits include Everest. This last May 24th, Katrina and I were fortunate enough to summit Everest at 6:00 a.m. together – the last of our Seven Summits. We are the first couple to get engaged on one summit, married on another, and to honeymoon on a third (Aconcagua in Argentina, Mount Vinson in Antarctica, and Mount McKinley in Alaska, respectively). We climbed to raise awareness and funds for Altruvest Charitable Services (www.altruvest.org), a foundation I started to help bridge the business and charitable communities by offering tools such as BoardMatch to charities for free so that they can become more efficient and effective at giving to their causes.'

Rob adds that he looks forward to re-connecting with other alumni. He can be contacted at 705 Olive Street, 10th Floor, St. Louis, MO 63101-2298 or via worldwide cell (314) 330-5899.

Intellectual Property II

Thursday, October 19, 2006

11 October saw the second in the series of consultation meetings on the future of intellectual property (IP) which are being convened by Alison Brimelow, Associate Fellow and President-Elect of the European Patent Office, and Marc Thompson, Fellow in Employment Relations. Issues discussed included whether the current IP system remains fit for purpose and, if not, what should be the most important drivers in changing the system. The meeting then explored a number of scenarios and an agenda for future action.

Held, like the first meeting, at the Oxford and Cambridge Club in London, it attracted a range of leading figures from academe, research and industry in Europe, including Professor Michael Blakeney, Director and Herchel Smith Professor of Intellectual Property Law, Queen Mary IP Research Institute; Dominique Guellec, Senior Economist with the OECD; Sir Peter Lachmann, Emeritus Professor of Immunology, Cambridge University; Paul Leonard, the director of the Intellectual Property Institute; and Tony Rollins, European Patents Department, Merk Sharp & Dohme. For more information on the consultations contact marc.thompson@templeton.ox.ac.uk.

Small World

Thursday, October 19, 2006

Among recent visitors to the College were two former [Oxford Advanced Management Programme](#) (AMP) participants: Saed Ahmed Khan (AMP 1989) and Andry Rakotovololona, (AMP 2000), who was also a visiting scholar at the College, 2002–2006. For Saed, the resident director of Farque Ltd in Islamabad, it was his first visit back to Oxford in seventeen years and happily coincided with his daughter starting studies at the LSE.

Andry, a joint French and Malagasy national, whose career has been in international investment banking, carried out much the background research for his Paris Sorbonne dissertation (which he successfully submitted earlier this year) in the College's Information Centre and Library when he was a visiting scholar here. He has, he says, a particular interest in emerging market economies and was disappointed that other commitments did not allow him to attend the Emerging Markets Forum held in the college last December but is hoping to publish an article on the sweeping changes in global financial markets in the next Templeton Views (due at the end of the year).

While visiting the College, Andry happened to bump into his old AMP lecturer Marc Bertoneche, currently

teaching on the programme here and who was also a member of the examining panel for Andry's Sorbonne thesis. Despite the tough grilling Marc gave him on that occasion, Andry says he bears no scars and was delighted to get the chance to meet up again

Paris: Signals from an Emerging World

Thursday, October 19, 2006

Fellow in Retailing Elizabeth Howard in her role as co-director of the [Consulting & Coaching for Change](#) (CCC) programme was involved in three events in Paris in mid-October. The first was the final module of the 2005–2006 CCC programme in the course of which participants carried out an investigation at the new Musee du Quai Branly.

The brainchild of President Jacques Chirac, this new and expensive establishment stirred controversy when opened earlier this year. Intended, in Chirac's words, to counter 'the arrogance and ethnocentrism' of European museums by creating a home for the world's 'forgotten civilizations', the Musee du Quai Branly merged two existing and highly regarded institutions – the Musee de l'Homme and the Palais de la Porte Doree. It contains over 300,000 items, only 3,500 of which, however, are on permanent exhibit. The Financial Times commented at its opening that the museum 'faces formidable challenges – competing with the Louvre, the Pompidou Centre, the Musee d'Orsay and the recently recently refurbished exhibition spaces of the Grand and Petit Palais.' The conclusions and recommendations of the CCC participants (who in previous years had carried similar consultancy visits to the Louvre) remain, alas, confidential but were, it is reported, very well received.

The second Paris event was the CCC programme's first ever alumni conference on 09–10 October. Entitled 'Signals from an Emerging World' (and held in conjunction with the publication of the programme's first alumni directory) it explored some of the most pressing questions facing business today:

- Is business necessarily a war?
- Is the entrepreneur necessarily and merely self-interested?
- Is most value created within or beyond formal corporate boundaries?

Topics discussed included social entrepreneurship, cooperative business models and social networks in

business. It attracted a range of key speakers, including Arnaud Mourot, head of the Paris office of the Ashoka social enterprise network; Olivier Marque, Marketing VP of the French construction company SPIE Batignolles; Dominique Turcq, a strategy adviser to the CEO of Manpower Inc and founder of the networking organisation Boostzone; and Javier Salaberria, a senior executive of the Mondragon cooperative group.

The final event Elizabeth participated in was a meeting of 'The Change Leaders', an off-shoot organisation formed by members of the first CCC cohort to encourage continuing learning and share experience and business opportunities, which also looked at emerging trends in organisations.

CCC, run jointly by Oxford University's [Saïd Business School](#) and HEC Paris, has now run three annual programmes successfully, and is, Elizabeth Howard believes, now a fixture on the management programme landscape: 'Coaching and Consulting for Change is no longer an experimental programme. We are getting more applications than we can handle and will have to have a waiting list. We are getting lots of referrals from previous participants and their organisations.'

The three events she also sees as a mark of the energy and openness of participants: 'CCC participants are typically very engaged. They do not come on the programme to get a dose of executive education but to pursue more personal ends, including carrying out their own individual research projects. That is not to say that they are not very business-like. They are – extremely so. But they are not only looking for a better way of working with organisations but of getting organisations to work better. They are looking for a programme to build on their previous experience and for a discussion of theory that will help them - and the organisations with which they are, or will be, involved - move on to another stage.'

New Student Officers

Friday, October 20, 2006

The results are now in for the new 2006/07 Templeton Graduate Common Room (GCR) Committee. The newly elected Committee members are as follows:

President: Anuj Jhunjunwala (MBA Programme)

Vive-President: Selina Kaing (MBA Programme)

Treasurer: Perla Sudheer (MBA Programme)

Student Representative: Stephane Girod (DPhil Programme). Stephane also continues in his previously elected role of Student Editorial Representative.

Student Webmaster: Terence Heng (DPhil Programme)

Guest Dinner Officers: Katya Kharitonova & Veronika Pashonina (both MSc Programme in Management Research)

Sports Officer: Shan Zhao (MSc Programme in Management Research)

Social Secretaries: Katya Kharitonova & Veronika Pashonina (both MSc Programme in Management Research)

Boat Club Captain: Judith kleine Holthaus (DPhil Programme)

Boat Club President: Michael Smets (DPhil Programme)
Junior Dean Maja Korica writes on behalf of the Committee to all students: 'Thank you so much for all of you who voted - and those who nominated themselves! I look forward to working with all of you in the coming year!'

Academic Excellence Honoured at College Dinner

Friday, October 20, 2006

The first College Dinner of the Autumn Term on 19 October brought together eighteen Fellows and senior staff and fifty-two students. Many of these were new graduate students, especially new MBA and MSc students, who were attending dinner here for the first time, and the Dean Professor Michael Earl in his opening remarks welcomed them most warmly and looked forward to a happy and successful relationship on their part with the College.

He also took the opportunity to announce the 2006 Academic Nautilus Awards, as follows:

Kerstin Helmlinger, MSc
Maja Korica, MSc
Boyan Stefov, MBA
Serge Mayaka, MBA
Samantha Fairclough, DPhil

The Nautilus Awards were established three years ago to commemorate student achievement in academic work, in sport and in helping develop the college community generally. The 2006 awards in the last two categories had already been announced by the Dean at the College's Summer Celebration on 9 June (see two earlier news items, [Celebrating Summer](#) and [Well Earned Rewards](#)).

Marshall Young: Leaders 'an Endangered Species'

Friday, October 20, 2006

The Independent of 12 October quotes Fellow in Strategic Leadership Marshall Young extensively in an article on the need to develop a new generation of inspirational leaders. 'Leaders may become an endangered species,' he says, 'as executives increasingly see the risk of premature burnout as too great.'

The article continues: 'This makes teaching on leadership vital in Young's view. He has found that highly successful and senior people in organisations tend to be "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."' This is, he says, where [business] schools can help, enabling leaders to stand back and take a wider perspective, being more reflective about themselves. "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."

What Future for UK Business Schools?

Monday, October 23, 2006

Dr Andrew White, Research Fellow in Strategic Innovation and Technology Management, has co-authored a new report, UK Business Schools: Historical Contexts and Future Scenarios, published jointly by the Advanced Institute of Management Research and Warwick University's EBK Management Research Forum.

'Since the 1960s business schools have prospered in the UK,' the report comments. 'Now, however, there are signs that the success story is coming to an end. The future of UK business schools is under threat from a number of directions.' Recruitment and retention, relevance, maintain scholarly values and funding are all challenges that schools and their deans have to struggle with. It goes on to outline four different approaches business schools can take: the professional school; the social sciences school; the knowledge network school; and the liberal arts school. The ability to build new capabilities, or to switch emphasis between them, is restricted by two related matters, argues the report: the availability of qualified and suitable academics, and the reputation of the school in specific areas of activity. In building new capabilities, or switching emphasis between

them, new strategies may be required: seeking alliances with high profile institutions in specific areas to boost reputation; or buying-in expensive 'research stars'.

'If deans and management teams are to successfully shape the future direction of their schools,' it concludes, 'not only will they need outstanding leadership capabilities, and a broad and deep understanding of the complex set of factors influencing their school, but also the courage to take on some 'sacred cows' and the conviction to articulate a clear sense of direction.' In commenting on the report Andrew White said 'business schools have experienced a substantial growth in terms of their revenues and student numbers over the last 20-30 years. This report offers a timely opportunity to reflect on this growth and consider how they can consolidate their position in the academy and broader social and economic worlds in which they are actors'. To find out more about the report visit www.aimresearch.org.

Nautilus Fund Grows

Tuesday, October 24, 2006

Donations to the Nautilus Fund totalled over £43,000 in the year to 31 July, the College has announced. The Fund, a vehicle for annual donations and pledges, is intended to benefit students and other members of the College – 'to support the collegiality of Templeton and add that bit extra that makes the College special', in the words of College Development Officer, Emma Robinson. Recently, thanks to the Fund grants have been introduced to help students travel and attend conferences in connection with their studies, to launch the new Nautilus Student Scholarship and to set up a (soon to be launched) new website for the College Boat Club.

Templeton is a relatively young and small college, but the development of the Nautilus Fund has been very encouraging, particularly in the level of internal support that it has attracted. A recent survey of Oxford college fundraising showed Templeton well in the lead in the proportion of donors among its faculty – 60% (in most colleges this is in single figures). Our graduating students have also proved extremely generous, playing a leading role in our annual giving campaigns and, in the case of the Class of 2006, making a class gift of £4,000.

'Building on such generosity,' Emma adds, 'we are now extending our efforts beyond the College for a second year to persuade alumni and external supporters to keep up the strength and momentum of the Fund by giving regular gifts each year at whatever level they feel individually comfortable.' For more details of the Nautilus Fund contact emma.robinson@templeton.ox.ac.uk.

New Common Room Opens

Wednesday, October 25, 2006

A reception attended by Senior Tutor Ian Kessler, Domestic Bursar Tim Royal and Estates Bursar Mike Dudley, and Trish Reynolds on 24 October marked the opening of the new common room at the College's central student annex, Rewley Abbey Court (RAC), following work to renovate the area over the summer. 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. Several groups of students dropped by to view the new facility – on which they all commented favourably. Tim outlined to them the procedure for licensing arrangements for future events held there, and Mike Dudley spoke about a variety of issues including security. The Bursars ended by asking for a volunteer to act as the RAC Residents' Representative. (If anyone is interested, they should contact, Tim, Mike or Trish.)

Following the Bursars' meeting, Student Editorial Representative Stephane Girod together with Administrative Fellow Dorothy Cooke, who is in overall charge of College publicity and external relations, and editorial consultants, Peter Snow and Caroline Scotter Mainprize, outlined the possibilities available for students to contribute to the College's publications and website.

Celebrating Oxford Enterprise

Friday, October 27, 2006

A reception on 25 October jointly organised by Saïd Business School and the College brought together over sixty guests to mark two milestones in the career of Honorary Fellow Sir Douglas Hague – his eightieth birthday on 20 October and the launch of his new book, *Oxford Entrepreneurs*, written with local historian Christine Holmes.

'Douglas has always had the best ideas around,' said the Dean Professor Michael Earl in his introduction. 'And in many ways he has demonstrated the qualities of an entrepreneur in bringing this book to fruition.' Published by the Council for Industry and Higher Education with support from the Saïd Business School's Science Enterprise Centre and the College, it is an analysis with case studies of Oxford high tech start-ups and spin-offs from 1959 to the present day.

'Few people realise how recent a phenomenon Oxford University spin-off companies are,' says Sir Douglas. 'From the establishment of the first spin-off, Oxford

Instruments in 1959, to that of the tenth in 1997, took almost forty years ... The next ten spin-offs were established within two years, and a further ten within only one extra year. The most recent spin-off we studied – VASTox – was the sixtieth, set up in 2003, and the total is now about seventy.'

The first third of the book – described at the reception by Sir Martin Wood, founder of Oxford Instruments, as '48 pages of some of the best and most solid informative writing on the subject' summarises Sir Douglas's views on matters such as motivation, finance, management, the role of networks, universities and governments, and 'wriggling about' – what start-ups do when they outgrow or have to abandon their original plans.

'Geography is about maps, history about chaps,' quoted Sir Douglas in his speech, and the 33 case studies in the book of contemporary history and the entrepreneurial 'chaps' amply capture what he calls 'the flesh and blood of Oxford's entrepreneurial revolution'. In turn he has described his own experiences as a 'knowledge angel': 'trying to push entrepreneurs into thinking about a particular issue is next to useless, until they are ready to face it. You will simply be ignored. So, be patient. Then, when they decide that they really do need your help, they will call you and you can talk ... If you can, then you become an appreciated friend.'

Sir Douglas paid tribute to the achievements of Tim Cook and his colleagues at Isis Innovation, 'who had built a lighthouse for Oxford University entrepreneurs', of Catherine Quinn of the University Research Services, of the geographer Helen Lawton-Smith at the Oxford Economic Observatory for her invaluable detailed surveys, and of the Saïd Business School's Science Enterprise Centre (OXSEC).

'The ten-year-old Saïd Business School has become a forum for entrepreneurial activity and courses that mix the University community with business. Over the last four years its "Building a Business" course has attracted steadily increasing numbers – over 300 a night during the most recent eight-week course in 2006. The Oxford University Business Plan Competition is now the largest in the UK, and the student society Oxford Entrepreneurs has grown from two members in 2002 to over two thousand now – the second largest student society in the University.'

'Finally there is the future,' says Sir Douglas. 'When I embarked on this study I was innocently doing so at the beginning of a remarkable period when the number of spin-offs coming out of Oxford University had begun to explode. What we do not know is how well they will perform over a longer period. I therefore very much hope that an individual or group associated with the

University will feel interested and enthusiastic enough to publish a further set of studies of spin-offs.'

Attendees at the reception ranged from 'early heroes' of Oxford high tech enterprise like Sir Martin Wood to more recent innovators. They included Karl Chapman (AdviserPlus Business Solutions); Nick Cross (Oxford Semiconductors); Rowan Douglas (Willis); Dr David Kingham (Oxford Innovation); Colin Webb (Oxford Lasers); Dr Peter Wrighton-Smith (Oxford Immunotec); and Dr David Young (Oxford Analytica). Also present from the University were Dr Michael Spence (Head of the Social Science Division); Tom Hockaday (Isis Innovation) Professor Raymond Dwek (Glycobiology Institute); Fiona Reid of OXSEC; and Joe Barclay of the Regional Liaison Office.

In their speeches Martin Wood congratulated Sir Douglas on 'a tremendous piece of work', while Tom Hockaday paid tribute to Sir Douglas's 'charm, energy and perseverance'. Concluding the proceedings, Richard Greenhalgh, Chairman of CICH and a Barclay Fellow of Templeton College, referred to the study as 'a real gem': 'Still analysing and communicating at the age of 80, Sir Douglas is an example to us all. I am looking forward to his next book!'

For further details about the Report or to obtain a copy, contact dorothy.cooke@templeton.ox.ac.uk.

China Welcome

Friday, October 27, 2006

Vice Chairman of the College and Fellow in Strategic Leadership Marshall Young has 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. For the past few years the Chinese government has been sending delegates to take part in this programme, and the visit to China was, says Young, 'by way of a return match'.

In the course of the visit from 07–14 October the sixteen-person British party consisting of Oxford and government representatives, spent several days in Shanghai, and Guangzhou. There were many highlights, says Young, including visits to the Zhangjiang Hi-Tech Park and CELAP, the China Executive Leadership Academy Pudong, one of three such academies catering for China's senior leadership candidates in business, government and the military. As director of the Saïd Business School's Oxford Strategic Leadership Programme Young was particularly interested to learn about CELAP and meet faculty.

Several alumni of the Oxford China Leadership programme now occupy top positions in China, among them the deputy mayors of Shanghai and Guangzhou who hosted receptions for the visitors. The visitors also took part in a range of high-level seminars on current issues in Chinese urbanisation, health, local government and social policy. 'We were struck by the openness of our hosts to confront and explore the challenges created by China's rapid growth, including the so-called "Two Chinas" problem,' comments Young.

After the visit Marshall took the opportunity to stop off in Hong Kong and Kuala Lumpur to hold meetings with Templeton alumni, who expressed, he says 'continuing interest in, and goodwill towards, developments in the College and management studies at Oxford'.

The Shop Counter Still Counts

Friday 27 October, 2006

In his 'Shop Talk' column - 'Virtual future won't end the need for retail stores' - in the magazine, *Promotions and Incentives* of 23 October Research Fellow in Retail Marketing & Distribution Richard Cuthbertson asks: 'What is the promotional role of the traditional retail store in this increasingly virtual market as more and more retailers move into new products and services through an increasing range of channels and formats?'

Many promotions successfully utilise the additional possibilities afforded by the multi-channel environment, Cuthbertson points out. For instance Kmart in the US is able to offer money-off coupons to a known group of consumers via staying-connected.com. This allows it to receive immediate feedback on the promotion. The offer is online but the redemption of discounts is in the store.

'Within a multi-channel environment,' says Cuthbertson, 'the retail store still represents the one opportunity for customers to deal face-to-face with a retailer, where problem complexity and customer emotions may be managed in a more understanding way, and so may potentially provide the highest level of customer service. The power of the retail store channel is that by dealing directly with the customer there is more opportunity to understand the impact of promotions - good or bad. While multi-channel promotions may provide extra interest, they must be well-managed - the consumer does not see different channels, just one brand. We may have a technology-led future, but promotions will always be emotionally led, by the customer experience, across all channels, including the old-fashioned retail store.' For more information about Richard's research and career visit

<http://www.templeton.ox.ac.uk/fellowship/research.asp>.