



Templeton Bulletin

January/February 2008

On Sabbatical: Looking at Executive Education Worldwide

Monday, January 28, 2008

Several College Fellows are devoting their current sabbaticals to researching the fast-changing developments in executive education internationally. College Fellow in Retailing, Elizabeth Howard, is working during her sabbatical to identify developments in participant research-based programmes – for which Elizabeth has identified a growing demand as well as a great variety of responses among business schools.

Templeton Fellow in Information Management, David Feeny, is in the early stages of a research project (to conclude this Autumn) intended to identify best practice in the assessment of executive development programmes. The project will research twelve such case studies, including four of recent Oxford Executive Education programmes. In addition, together with College Fellow Karin Brey, he has concluded an online survey of participant assessments of the effectiveness of the Oxford BMW Group's Experienced Manager Programme.

Meanwhile, College Fellow in Information Management, Chris Sauer, is devoting his 12-month sabbatical (which started in October) to completing a range of publications drawing on his previous research in project management. In addition, he is working to develop ways (via websites etc) to make the findings accessible to the practitioner community and planning further field research projects for the future.

New Scenarios for Old Professions?

Monday, January 28, 2008

College Associate Fellow, Kees van der Heijden, has co-published a new collection of essays, *Scenarios for Success: Turning Insights into Action* (The Oxford Futures Forum).

'The first overwhelming impression is the vibrancy of the field,' write the editors. 'This is not an area stuck in orthodoxy ... The field of scenario work is no longer satisfied with "making sense" of the environment as a goal in itself, leaving it to managers to think about what this means for them. Practitioners are increasingly considering strategic implications as an intrinsic part of the process.'

As well as providing a survey of the current state of the field the book looks at a number of new uses for scenario planning. For instance in the chapter, 'When Strangers Meet: Scenarios for the Legal Profession', College Fellow in Strategy Rafael Ramirez and co-author Karin Medjad argue that 'there is in fact a considerable market for scenario activity in the legal world, where different stakeholders (legislators, the legislated, law enforcers, interest groups, lobbies) must adopt in their own way the type of scenario thinking that large multinational companies, military planners and policy makers have so far dominated.'

Rafael and his co-author provide two examples: possible futures for Corporate social responsibility from a legal perspective, and a 'thought experiment' about how anti-tobacco activist NGOs might best deploy their scarce legal resources to counter the strategies of large tobacco multinationals. 'We believe that if the legal profession were to use scenarios, it might be able to legislate in more proactive or interactive modes,' they conclude, adding that the Financial Services Authority has already begun to explore these possibilities.'

For more information on the new book and its approach and coverage visit

<http://eu.wiley.com/WileyCDA/WileyTitle/productCd-0470512989.html>

Key Questions for Our Global Future

Tuesday, January 29, 2008

The global economy is entering a dramatic phase of development, claims a new book, *Going Global*, by visiting College researcher, Dr Michael Moynagh and Richard Worsley, co-directors of The Tomorrow Project, an independent charity that supports organisations and individuals in thinking about the future of people's lives.

The authors offer a forward-looking approach to globalisation, asking whether governments and societies will rise to the challenge of a changing world. Their conclusions include:

- Global crime will grow but the threat from al-Qaeda may not last long. In the short term, al-Qaeda-based terrorism is likely to continue to be fuelled by the desire for respect but in the longer term, internal conflicts may rip the organization apart. A strong possibility is that al-Qaeda will disintegrate. Cells that already gain strength from local conflicts, as in the Philippines, might increasingly focus on these local struggles leading to the decline of Al-Qaeda as a threat to the West.
- There will be enough oil to meet the world's needs till at least 2030. Technology will increase the amount produced by known reserves and enable inaccessible reserves to come on stream. When oil does start to run out, the process will be gradual, giving the world time to adjust. The big challenge in the short term will be to invest enough in oil production to keep the price steady.
- While dangerous climate change is almost inevitable because consumers will resist sharp cuts in greenhouse gas emissions, technology could save us from the worst effects of climate change, confounding the gloomy projections widespread today.
- More and more people are likely to work full time in virtual worlds in the years ahead. Virtual worlds are just one example of a vast range of activities and products that will increasingly be developed and marketed online, creating a new virtual economy that could eventually supersede manufacturing and services. 'In August 2007 several hundred thousand dollars of virtual currency exchanged hands every day in Second Life', said Michael Moynagh. 'The site has already produced its first real-world millionaire a Chinese property developer who now employs 6 people full time to manage her portfolio in Second Life. Imagine if employees were as addicted to their work as players are to their games.'

Going Global has been produced in partnership by the Tomorrow Project and the ESRC and is published by Guardian Books and A&C Black. For more on its contents details visit www.tomorrowproject.net

Making Sense of Corporate Social Responsibility

Tuesday, January 29, 2008

Congratulations to Fellow in Strategy, Kunal Basu, on his co-authored article, 'Corporate Social Responsibility: A Process Model of Sense-Making' in the first 2008 issue of the *Academy of Management Review*, marking his keen interest in this issue of growing concern to organisations and their executives.

'Today's climate of heightened scrutiny towards corporate behaviour underscores as never before the need for conceptual robustness to guide corporate social responsibility (CSR) activities,' write the authors. 'Examination of CSR has focused largely on inventories of activities. There has been a voluminous growth in corporate communications, reports, web pages and brochures. However, simply documenting CSR activities without understanding their causes is unlikely to reveal real differences given the near standardization in CSR reporting. Furthermore, such activity reports may be open to manipulation.'

'An alternative, richer description is to study how an organization makes sense of its world - how managers think, discuss and act with respect to their key stakeholders and the world at large. Understanding what a firm thinks in relation to others is likely to strengthen CSR analysis by viewing it as an essential aspect of organizational character. Besides serving as a reliable indicator of a firm's CSR and that of the future, it could provide a basis for benchmarking, set aspirational standards and create a common language for CSR.'

For more on the article visit

http://journals.aomonline.org/inpress/main.asp?action=previ&art_id=303&p_id=4&p_short=AMR

Management Studies: a New Map

Wednesday, February 06, 2008



The development, current state and prospects for Management Studies are comprehensively surveyed in a new collection of essays published by OUP and edited by Fellow in Organisational Behaviour, Sue Dopson, the Dean, Professor Michael Earl and Associate Fellow, Peter Snow.

The last five decades have seen a sea-change in business and in management studies. The world of business has been transformed by powerful forces – globalisation, IT, outsourcing and all manner of organisational reshaping and flattening. At the same time Management Studies has seen a massive expansion in courses, students and teachers has taken place in, driven in part by a quest for new and broader models.

A concise area-by-area analysis of these developments is provided in the essays, all specially written by Fellows or associates of the College. Working from the broader global and technological context, they explore a range of sectors - private, public and professional - and conclude by examining specific functions involved in management such as Corporate Strategy, Leadership, Information Management, HRM and Marketing.

'This volume should be seen,' write the editors, 'as a series of related but highly individual journeys of exploration across the diverse terrains of management and organisational studies since the College's beginnings. It is, a collection of personal stories and voices – of knowledge and insights resulting from personal experience. Reflecting this, the contributors have by and large eschewed the impersonal, abstract and often impenetrable jargon of much Management Studies writing in favour of the lived reality of experience.'

'As you might expect in a volume tracing the history of studies in an embryonic and volatile discipline, a recurrent theme is the emergence – one might say, the shock – of the new. Templeton Fellows have broken new ground, and in the process have had a significant impact beyond the College, especially in the world of practice. In fields as disparate as managerial work, major projects, industrial relations, retailing and health care they have pioneered new study.

'But as well as mapping the changes in Management Studies in recent decades these essays also testify to continuities. From its beginnings executive education was the *raison d'être* of Templeton College, and the interdependence of theory and practice, the close relationship between academics and practitioners has always been the key to its work. Co-production – the close and constructive union between practice and theory and between practitioners and academics: that is the real living legacy of Templeton, one that it hands on to Oxford to extend and carry forward into our turbulent future.'

To find out more about the new book visit <http://www.oup.com/uk/catalogue/?ci=9780199215355>.

Alumni and associates can order copies at a 20% discount. http://www.templeton.ox.ac.uk/pdf/management_book_orderform.pdf

Turning Japanese: College MPhil Goes Geisha

Tuesday, January 29, 2008

Fiona Graham, who studied at the College for an MPhil in Management Studies in 1988/89, has become the first non-Japanese in 400 years to 'debut' as a geisha, according to a report in the Independent on 24 January 2008.

Fiona, whose professional geisha name is Sayuki ('transparent happiness'), studied for an Oxford doctorate after the MPhil and is now a documentary film-maker who has been recording her life as she trained in the geisha house. Soon, she says, the world will also see a more academic output: a scholarly look into one of the most closed societies in Japan. 'It will be unique,' she insists. 'Most Westerners who have tried to write about the traditions have failed because they never really lived the life. I'm going to represent the society that I'm living in now, as it is.'

Fiona, who originally hails from Australia, first came to Japan on an exchange programme from Melbourne aged 15, and graduated from a Japanese secondary school, then from the prestigious Keio University. Fluent in Japanese, she has spent time working in Japanese companies and as a journalist. She has written several books on Japanese culture and on the ideology and strategy of Japanese companies, as well as a 2005 work, *Playing at Politics: the Ethnography of the Oxford Union*.

Her website, www.sayuki.net shows Fiona performing her geisha duties. It sounds a long way from her previous life as a professional academic and writer, but she insists that those who see geisha as weak or subservient miss an important point. "They are strong, independent businesswomen who control their own lives. They were among the first independent women."

Student Stars in Scenarios Masters Class

Tuesday, February 12, 2008

An unusual aspect of the Oxford Scenarios Masters Class (the second module of which ran very successfully on 4–6 February) was the role played in it by Templeton doctoral student, Trudi Lang, under Oxford Executive Education's student teaching assistantship scheme. The Masters Class consisted of two modules and between these participants undertook projects supported by the Oxford faculty.

Trudi writes: 'Last November I was fortunate to be involved for the first time as a teaching assistant in the most advanced scenarios programme in the world, the Oxford Scenarios Masters Class, which was created, and is led by, my supervisor, Professor Rafael Ramirez. This was a wonderful opportunity for me to hear first-hand about the issues with which scenario practitioners around the world grapple, while assisting their organisations to address the uncertainty of the business environment - a topic that is directly related to my doctoral research. Before the second module in February I worked with participants and faculty to support a range of projects undertaken by participants to advance our understanding of the use of scenario methods. This opportunity has been a wonderful one for me in terms of my doctoral research well as experiencing executive education being conducted at the highest level.'

Courtesy of a grant from the College's CumingaSaga Fund, Trudi is also assisting Professor Ramirez with several other scenarios-related projects, including the Oxford Futures Forum and the soon-to-be published book, *Business Planning in Turbulent Times: New Methods for Applying Scenarios*.

For more information about all these and about Trudi herself, please see respectively:
<http://www.templeton.ox.ac.uk/graduate/scholarships.asp>
<http://www.oxfordfuturesforum.org.uk/>
<http://www.earthscan.co.uk/?tabid=482>

Influential Article

Friday, February 29, 2008

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

The analysis, 'The structure and evolution of the strategic management field: a content analysis of 26 years of strategic management research', appears in the most recent issue of the *International Journal of Management Reviews*.

Visit the *International Journal of Management Reviews* website. <http://www.blackwell-synergy.com/toc/ijmr/10/1>

In their original article Janine and Sumantra looked at the links connecting 'intellectual capital' (a prime element in creating market advantage) and 'social capital', arguing that organisations - and especially firms - were particularly conducive to the development of high densities of social capital. They went on to summarise the complex relationship between these two elements in a form which has been widely quoted and used by subsequent studies.

Read original article.
<http://www.jstor.org/view/03637425/ap010090/01a00060/0?frame=noframe&userID=a301d981@ox.ac.uk/01c0a8346600501d6e274&dpi=3&config=jstor>

Torpids Blades for Templeton-Hertford Boat

Friday, February 29, 2008

The Templeton-Hertford division five boat won blades in the Torpids 2008 rowing competition held on 20–23 February. After bumping Merton II, St. Catherine's II, Linacre II and St. Edmund's Hall II, it is now fifth in its division.

The blade-winning crew was put together as a 'last hurrah' to the very successful cooperation between Hertford and Templeton boat clubs, which is set to end with the Green-Templeton merger. Accordingly, crew members were not necessarily selected for maximum speed, but for their past or present involvement in Hertford-Templeton rowing.

Nonetheless the boat was filled with eight senior oarsmen with several years of top-level rowing experience each. Templeton bursar Mike Dudley and Boat Club captain Tom Karkinsky (DPhil) formed the bow pair of a boat that was stroked by the two boat club presidents, Phillip Davies and Michael Smets. The 'engine room' of the boat was filled with current Hertford students who have celebrated their personal rowing successes in joint Hertford-Templeton boats, both on the Isis and throughout the country.

Yet, even as the rowers were still celebrating their success on the boat house balcony, Mike Dudley confessed that this was now his third blade and he would quite like to add to it in the Summer Eights. So maybe the last hurrah for Hertford-Templeton has yet to come!

Date for your Diary

Green and Templeton College Alumni Celebratory Day

Saturday 20 September 2008

In association with the Oxford University Alumni Weekend, Green and Templeton College will be hosting a day of lectures on Saturday 20 September in celebration of the forthcoming merger of the two colleges. The day of events is open to all alumni of both Green and Templeton.

For further information please visit the College website http://www.templeton.ox.ac.uk/news/alumni_celebratory_day.asp