Continuing the Oxford Tradition: The Oxford Advanced Management Programme

Following an intensive review involving consultations with previous participants and programme contributors, The Oxford Advanced Management Programme (AMP) was relaunched in June.

Templeton Views interviewed two of the programme directors, Kunal Basu, Fellow in Strategic Marketing and Keith Blois, Fellow in Industrial Marketing.

How has AMP evolved?

(Kunal Basu) Through participant feedback, AMP has developed through interaction with participants over the last few years. Many interesting ideas have emerged from the debrief sessions held at the end of each programme. As the programme evolves, its remit is becoming broader – we are bringing real live issues into the classroom. One example is the environment. The Oxford Debate which formed part of the Summer programme was the result of a comment from a previous participant that ‘we don’t discuss the environment at all’. We had the idea of covering the subject by a traditional debate – so the discussion would be completely interactive.

Also as part of the same programme, David James, Executive Chairman of The New Millennium Experience Company, gave an Oxford briefing entitled ‘Disaster in the Board Room’. This too was the result of a comment from a previous participant that ‘we don’t discuss the environment at all’. We had the idea of covering the subject by a traditional debate – so the discussion would be completely interactive.

The Oxford Briefings remain a vital part of the new programme. How do you see their role?

(Kunal Basu) The logic was to look at the programme as a whole in three segments – contexts, concepts and competencies. The contexts module covers the world outside the organisation – the regional, global and business domains in which all companies operate. The concepts module relates new ideas to the world of business and focuses on successful management – of self, the organisation, human capital, partnerships and change. The competencies module looks at the analytical, interpersonal and personal skills executives need to manage successfully in such areas as finance and negotiation. In the recent programme this overall structure worked well.

What is the rationale behind the three modules – contexts, concepts and competencies?

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(Kunal Basu) The Oxford Briefings play a vital and quite distinct role in the Oxford Advanced Management Programme, providing the overall geopolitical and economic context for the rest – the ‘contexts’ part of the redesigned programme. They are also unashamedly academic – perhaps the programme’s most obvious link with traditional Oxford scholarship. The Summer programme included eight Briefings, four of which were concerned with the global business context: the European Union, the North American Free Trade Association, South East Asia and the transitional economies of Eastern Europe.
There is a ‘wow’ factor as well to the Oxford Briefings – what can only be described as the intellectual excitement of listening to someone who is a true ‘expert’, who has spent – in many cases – decades thinking about and researching the issues. The feedback we frequently get from participants is that they feel privileged to have the chance to listen to these people. For instance, Michael Kaser, Emeritus Fellow, St Antony’s College and Associate Fellow, Templeton, spoke on a Friday evening for one and a half hours, without any notes, about the economic transformation of the 29 former Communist countries of Central and Eastern Europe – and held his audience spellbound.

Templeton has always stressed the importance of focusing on the individual. How does this work in practice?

The new AMP addresses a broader set of learning styles – a mixture of cases/lectures/exercises/Oxford briefings addressing various aspects of the human condition – not just the managerial style. Increasingly, there is an understanding that management encompasses a lot more than purely ‘business’ topics – although of course these will always have their place!

Four weeks is a long time for an intensive programme, and people get tired. They need the stimulation of different styles. Co-teaching has been a new departure this year. For example, Kunal and Terry (Hill) teach marketing and operations together, Terry and David (Feeny) jointly teach operations and information technology.

The subject of tutorials is decided by the participant. Participants can – and do – talk to any of Templeton’s fellows, whether or not they are directly involved in AMP. The small class size makes for an intimate atmosphere and facilitates informal discussions with programme faculty and other fellows.

At an individual level, the College is a small environment. Faculty members are always around. Conversations between participants and faculty continue over meals and informally, as well as in formal situations. Participants are encouraged to reflect on their individual jobs and organisations – these reflections continue in one to one conversations.

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The AMP Environment Debate

Chair: Elizabeth Howard, Fellow in Retailing

‘This house believes that worries about global warming are not the proper concern of business managers focused on producing shareholder value.’

This was the first time a traditional Oxford debate had formed part of AMP. Teams of participants argued eloquently for and against the motion. The debate, though heated at times, was always reasoned – the chair was forced to call for order on only a few occasions. The debate ended with a spectacular multimedia show against the motion – despite this, the motion was carried by a margin of three votes.

‘A high quality blend of the practical and the academic.’

Participant

‘The Oxford learning experience. The small groups. One to one time with the faculty. Tutorials.’

Participant

Scottish Evening

‘Shakespeare is very important – and, I think, says something to everyone, from every culture. I would like to make more serious use of the arts, and the programme will include more cultural elements in the future.

Scottish Evening

In the Lecture Theatre

‘I came here for the international exposure. And of course the Oxford brand.’

Participant
The Interstate Programme

Cécile Galoselva
MBA 2001–01

The Interstate Programme is a non-profit venture that brings together future business leaders to analyse development in the European Union and in its relations with its neighbours and the United States. Designed for students following top MBA programmes in the United States and Europe, it is sponsored by major international companies that have special interests in Europe-US relations. During a series of high quality seminars and debates, participants have an opportunity to test their own ideas and views against those of politicians, business people, senior public officials and expert observers and commentators.

One Thursday evening in April I arrived in Brussels to participate in the Interstate 2001 programme, with two of my fellow MBA students. The three of us had rooms at the Fondation Universitaire, a luxurious faculty hotel, resembling a British gentleman’s club. That evening, we had dinner in the Hotel Leopold where we met the 42 other MBA students from 12 different top schools in Europe and the US. The people we met were very interesting, the food was great and the atmosphere very conducive to discussion.

On Friday morning, John Wyles, from the European Policy Centre, Quentin Peel, International Editor of the Financial Times and Piet Steel, Director, Solvay, gave us an overview of political and economic developments in the EU. We spent the afternoon at NATO, where Erika Man and Eric Hayes, both from the European Parliament, and Lord Robertson, Secretary General of NATO, answered questions about the impact of the new US administration on the transatlantic relationship. We also had a heated debate on the question of enlarging the EU with Graham Avery and Kirsty Hugues from the European Commission and Macal Czyzm, Deputy Head of the Polish mission to the EU. To help digest this heavy political content, most of us went out that night to the Grande Place, to taste the famous mussels and the great Belgian beers.

Saturday morning was dedicated to e-business in Europe and the US, with the intervention of François Charière, Accenture, Professor John Elliott, Cornell University and Iona Hamilton of UNICE. The day continued with a discussion about the single financial market in Europe with Hervé Carré, acting Director General, Economics & Finance, European Commission. In the evening we relaxed at a supper hosted by the British Council, held at the Director’s residence. Mr and Mrs Rose entertained us all evening and shared with us their experiences of Oxford 20 years ago.

Sunday’s last session was Globalisation, the WTO and the NGO phenomenon, where we exchanged views with Roderick Abbott, European Commission, Nancy Adams, Trade Representative, US mission and Mikel Irsouti of the World Wildlife Fund. The afternoon was spent in debates and case work.

The three days were quite intensive and we came back with valuable knowledge and contacts. We are all grateful to the Said Business School for sponsoring us and hope that the next MBA class will be given the same opportunity.
Templeton Launches CEO Events

The first in a new series of dinners for CEOs was held on 1 May 2001. The theme of the evening, which was chaired by Templeton’s President Sir David Rowland, was ‘Leadership in the New Economy’. Sir John Browne (now Lord Browne of Madingley), Group Chief Executive of BP Amoco, made the keynote speech, a review of the impact of new technology on BP. Chief executives of 16 major UK organisations then joined members of Templeton’s faculty in sharing their own experiences over dinner. The full text of Sir John’s speech is available on the Templeton website or by post from Dorothy Cooke.

The next dinner will be held in the autumn.

Alumni News

Chris Westcott
AMP June/July 2001

The week after the AMP programme ended, Chris Westcott, Head of BBC World Service Online, was in San Francisco accepting the Webby Award for Best Radio website. The award was presented at the fifth annual Webby Awards, given by the International Academy of Digital Arts and Sciences. Using the award ceremony’s five word allowance for acceptance speeches, Chris said ‘Shukran, Shie-Shie, Spaseeba, Gracias, Thanks’. Each word says ‘thank you’ in five languages – Arabic, Chinese, Russian, Spanish and, of course, English – where the BBC World Service provides full news, information and interactive sites.

Jim Janis
AMP January 1998

Jim Janis has moved The Janis Group from Washington DC to Cerrillos, New Mexico, USA. The Janis Group operates in three main areas: business development consulting in the USA, especially for European firms; locating and financing acquisitions; and executive search in the energy, environmental, and defence industries.
Profile: Rosemary Stewart, Honorary Fellow

Rosemary Stewart, *Honorary Fellow*, was Templeton’s first Fellow in Organisational Behaviour. She joined the Oxford Centre for Management Studies (as it then was) in 1966, and stayed until her retirement in 1992. Nearly a decade later, she remains a familiar face around the College, still involved with academic life.

Why did Rosemary choose management studies? ‘My original interest was in adult education; I spent a winter teaching clear thinking to the Workers’ Educational Association in Norfolk. I had been interested in social research since I was an undergraduate (she studied economics and social philosophy at the London School of Economics and at the University of British Columbia) then I began working for the Acton Society Trust, interviewing managers, and more or less fell into organisational behaviour and management through research. I learned about management by interviewing 5,000 managers, and they were all interesting. As a researcher, I liked middle managers – they have a different perspective to senior managers.’

In the ’60s, very few women were involved with management studies – indeed, women academics in any discipline were fairly few and far between. ‘I think I was one of the first three women in management studies – the other two were based at Leicester University and Imperial College, London. And I was the only woman at the Oxford Centre for Management Studies. People did tend to assume I was a secretary! In a way it was hard being in what was then a very macho culture – I remember being the only woman in the room at a formal dinner of more than 80 men. Although I also remember thinking “good, I’ll have the ladies’ loo to myself”.

From a career point of view, being female had advantages and disadvantages. As an interviewer, it was an advantage – I wasn’t perceived as a threat. Managers found being interviewed by a woman unusual and rather intriguing. But as a lecturer, it was rather a disadvantage. I began my lecturing career in adult education, going round army camps. A sergeant used to come with me to silence the wolf whistles. I don’t think I was ever particularly good at regular teaching – other than on my own special subject. It’s harder to do well in front of a group of sceptical managers. But I was successful.

Rosemary Stewart Scholarship to Benefit Healthcare Students

Rosemary Stewart, *Honorary Fellow*, has founded a major new scholarship for Templeton research students. ‘I hope to encourage research in the College in the areas in which I have been particularly interested, especially health care management, but also organisational behaviour – where my main interest has been in managerial work and behaviour – and to make it easier for a student with financial problems to do such research. I am particularly interested in helping women students – but I do realise that one must not be discriminatory!’

The Rosemary Stewart Scholarship Fund will start awarding scholarships from the academic year 2003/04. The scholarships will be awarded to students studying for a research degree in healthcare management, who would experience financial hardship without them. The value of the scholarship is expected to be £3,000 per annum.
at lecturing to courses and management conferences in many parts of the world, perhaps because I responded to the build-up."

Her first love was – and remains – research; and her research has always formed the basis of her teaching. ‘My research area is managers’ jobs and their behaviour. I’m interested in managers as individuals and their roles. I have also worked, and still work, on health care management. It was good to have my research recognised by an honorary DPhil from Uppsala.’ Her many books have included The Reality of Management and The Reality of Organisations, both of which have been published in three editions, and Contrasts in Management, which won the John Player Award for the best management book of 1976.

Thirty-five years is a long time in the life of an institution, and Rosemary has seen many changes at Templeton; changes which in many ways reflect the development in management education as a whole. ‘We used to work terribly hard in the old days. I was quite often here before 9am and frequently didn’t get home until 11pm. We had to sell management programmes very hard – the whole idea of continuing professional development was new. The programmes we ran went on for longer than they do now, and people in those days were here because they’d been sent, not because they’d chosen to come – which of course made teaching that much more difficult. It was hard work and quite stressful.

We used to have three commissioned programmes in College at a time, generally for middle management. There was a heavy workload, with a constant turnover. I ran the ICI programme for 16 years – sometimes three times a year. All of ICI’s petrochemical managers were sent on this programme. I also lectured on other company programmes.’

Rosemary was Senior Tutor from 1977–78, and Dean from 1983–85. ‘I was involved in the negotiations with the University about the new joint undergraduate degrees as the Director at the time was on leave. Rapprochement with the University was a huge challenge. The new engineering/economics/management science degree was very important – it proved that bright young people wanted to study management. I was actually the first Templeton fellow to become a member of the University – through Lady Margaret Hall – because they wanted me to be Chair of the Examiners.

I enjoyed my time as Senior Tutor, working closely with the students and making changes to the MPhil. I negotiated that I would only spend two years as Dean – I thought any longer would be academic death. I didn’t want to stop doing my research, particularly as a lot of my teaching depended on it! I did not like the management side of being Dean – in those days there were no heads of department and consequently little backup – but I did enjoy the business part of it. I certainly learned much more about what was going on!’

Is Templeton today still recognisable as its former self? ‘The College has changed over time. We used to have regular Thursday dining nights, when everyone ate in College – Templeton was once described as the most interesting place in the University to have dinner. The graduate students all used to stay for two years, so we got to know them better. But the atmosphere now is still good. I think that was started by Norman Leyland (the first Director) – he created an atmosphere which has continued. And visitors are still made very welcome by the staff; that tradition has continued.’

After retirement from Templeton, Rosemary has continued to work. ‘I’ve just finished a new book, Evidence-based Management: a practical guide for health professionals (Radcliffe Medical Press). I write academic articles and have a continuing interest in the NHS, running a longstanding workshop at Templeton for NHS chairs. I’m on the board of a non-governmental organisation, CEDPA, in Washington DC and a governor of Headington school. My new leisure activity is returning to an old love, painting, and going to art lectures and exhibitions.’

‘In the ’60s, very few women were involved with management studies – I remember being the only woman in the room at a formal dinner of more than 80 men.’

continued
By Roger Undy, Vice-President, Fellow in Industrial Relations

Rosemary’s contribution to the development of what was the Oxford Centre for Management Studies and subsequently became Templeton College added another dimension to her role as one of the leading international figures in management studies. Inside the College she played a central part, holding the posts of Dean (1983–85) and Senior Tutor (1977–78) with distinction. As Dean, her knowledge of the educational needs of executives and her control of the College purse strings was central to Templeton’s success in the vital period of its growth.

She took part in negotiations with the University over the College’s involvement in the engineering, economic and management degree for undergraduates, helping to secure Templeton’s position within the University as the provider of undergraduate management teaching. Rosemary’s role within the College, her contacts and standing throughout the wider University, were thus invaluable in establishing the base from which OCMS grew into Templeton College, complete with Royal Charter.

An Interview with François Collet – Templeton’s New Junior Dean

François Collet, DPhil student, was recently appointed Junior Dean. He is looking forward to taking up his post in October. ‘In general terms, the Junior Dean is responsible for providing support, in co-ordination with the Senior Tutor, to students who encounter difficulties with personal matters or their studies. She or he also facilitates the establishment of good relations between the students and the College administration,’ he says.

Before coming to Templeton, François was a software engineer with an investment bank, working with several large teams of engineers and business users on a risk management application. Studying for a DPhil has been quite a change. ‘It is actually the exact opposite in terms of work environment. Long solitary writing sessions have replaced development work with the team, answering phone calls, dealing with queries from colleagues and managers. As an application developer, I was totally dependent on others, for good or bad. As a research student, I am totally independent. I have to set my own targets and am rarely interrupted.’

François’ research draws directly on his own business experience. ‘I am looking at the networks of alliances between information technology firms in the finance industry. One objective is to determine the benefits and liabilities derived from these networks – speed-to-market, adaptation to technological change – another is to understand their dynamics. What are the underlying factors when new co-operative relationships are formed? How are economic capital and technical knowledge distributed? What is the influence of the existing network of alliances in the formation of new partnerships?’

He is enjoying his time at Templeton, finding the College a relaxed, international and sociable environment, and particularly appreciating the opportunities for informal contact with the Fellows. Socially, there are many opportunities. ‘There is a vibrant student life at Oxford. Templeton students are involved in activities ranging from dancing competitions and rowing to human rights societies; the list of opportunities is almost infinite. The excellent facilities and the size of the city make everything simple.’
The End of an Era

Maureen Baker and Mary Farnes, two of Templeton’s long serving members of staff, recently retired after more than 25 years each at the College. Both local people, they joined the College initially to work a few hours a week when their families were young; both stayed until they retired.

Maureen was Templeton’s Receptionist, famous for her uncanny ability to remember faces and voices. No programme participant or student was ever forgotten; all were immediately recognised on their return to Templeton, even if ten years had elapsed. In her turn, Maureen will be remembered by many alumni for her willingness and ability to help with almost any problem; she always put the customer first.

Mary too will be remembered by many alumni for her helpfulness and knowledge of the College. She had many roles during her time at the College, including personal secretary to Bob Vause and Marshall Young, and programme secretary to the former Senior Management Development Programme, many commissioned programmes and the Oxford Strategic Leadership Programme. She was also secretary to the Oxford Centre for Management Studies Association.

Maureen and Mary’s contribution to the College was celebrated at a presentation and lunch with past and present colleagues. We wish them a long and happy retirement.

A Family Day Out

Templeton staff, faculty and students, together with their families, recently enjoyed a Barn Dance and Fun Day.
Walking in Templeton’s woods, it is difficult to believe that you are surrounded by Oxford’s ringroads and only a couple of miles from the City Centre. The College’s 37 acres of lawned and wooded grounds were landscaped by the late Alan Mitchell (1922–95), author of the definitive guide to tree identification, *The Collins Guide to the Trees of Britain and Northern Europe*. Alan was generally considered to be the leading expert on trees cultivated in the British Isles. His knowledge, combined with Bill Impey’s (former Estates Bursar) attention to detail, produced the setting for Templeton that you see today.

Landscaping began in the 1970s with the intention of screening the college buildings from the A34 with a belt of 12,000 trees. To compensate for the loss of our native elms through Dutch elm disease, many specimen trees were planted.

A group of pyramidal hornbeams – popularly known as ‘Ace of Spades’ trees because of their shape – stands at the bottom of the drive. Three Lombardy poplars dominate the front lawn; despite their immense height, these fast-growing trees are not much more than 40 years old. From the front steps a gap in the wall reveals ponds bordered by the huge green leaves of gunnera manicata (the ‘elephant plant’). In the courtyard, the bark of the Norwegian silver birch contrasts with the green of the lawn and the pale foliage of the yellow acacia. The grounds are full of trees that offer interest during the autumn, including the cedar of Lebanon that stands alone on the lawn to the south of the College.

The College was once the site of a dairy farm; Egrove was the original farmhouse. The site still contains remnants of the meadows that were the traditional method of producing feed for cattle; wild flowers such as ragged robin, snakes head fritillary, campions, vetch, oxeye daisy and agrimony grow here. In the drier areas there are good populations of orchids including common spotted, pyramidal and bee. The grounds are managed by Warren Shaw to encourage these plants to thrive and the College is attempting to enhance its wildflower meadows.
‘Novels,’ says Kunal Basu, ‘are born in unlikely places.’ Certainly nobody was looking for one from an Oxford business academic. But, as Basu tells it, the initial surprise of his fellow academics quickly turned to enthusiasm – a response shared by the reviewers of a book that one critic called ‘a first novel of rare assurance’. It tells the story of Hiran who works in Calcutta’s Auction House, the headquarters of Britain’s opium trade into China in the 19th century. A strange dreamy orphan, whose father was killed in the Mutiny, Hiran grows up obsessed with palm-reading. His own palm lines are in odd opposition – accurately anticipating the vicissitudes he will experience. Gradually his naivety about ‘the heinous trade’ is stripped away, a loss of innocence compounded when a corrupt English superior asks him to procure a son for his addicted and childless wife. When they abandon the boy, Douglas, Hiran takes on the burden of bringing him up. This brings emotional rebirth but in time further pain and loss. The second half of the novel shoots forward to the 1930s when Douglas, an officer in Sarawak, is in turn transformed by an encounter with Ruth, a Maughamesque white ‘tramp’, and the rescue of a kidnapped child.

But a bald plot summary cannot do justice to the sprawling jewelled opulence of the novel. It conjures up a weird phantasmagoric world of extremes of beauty and cruelty, weaving together stories, dreams, wanderings in a net of bizarre connections.

Like Hiran, Kunal Basu also stumbled on the secret of India’s place in the opium trade. Trekking in Thailand’s Golden Triangle some years ago, he came across a battered paperback that mentioned the role played by Calcutta’s Auction House. ‘I was stunned. I had been born and brought up in Calcutta and I didn’t have a clue.’ He researched the subject and decided to use it as the basis for a novel. Even then the unexpected – a recurrent strand in Basu’s art and life – took over. ‘I wanted to capture the chaos of a highly profitable international venture, a world driven by greed and addiction.’ What emerged was a novel about ‘redemption through desire and a return to core human values.’

The lines of his own career, says Kunal, ‘do not converge’. Born in India, he studied Engineering in Florida, then worked in computers, before returning to India to direct a documentary, work as a literary journalist and act on the Bengali stage. Then another ‘moment of madness struck’ and he accepted an invitation to return to the US to do a PhD in Business. ‘My career makes no sense on paper,’ he says, adding, though, that ‘it doesn’t have to.’

Kunal’s interests as novelist and business academic may seem to be at odds, but lines of connection can be detected between them. As a specialist in global brands he finds parallels between the opium trade and modern multinational industries like tobacco, noting that in either case the ‘language of apology is uncannily similar.’ Describing his interest in the creation of global brands in developing countries, he characteristically refers back to the position of China in his novel. ‘Once Chinese porcelain was the great non-European brand. What is there now?’

Writing and the telling of stories is another link. Kunal says he ‘thinks stories’ and describes *The Opium Clerk* as ‘a collection of stories’. He believes Business Studies, with its case histories, is also all about telling and making sense of stories.

He relishes academic life at Oxford with its connections to the London ‘community of scribes and journalists’. ‘My novel was written in a cold country – Canada. Much as I felt supported there, I pined for lack of a creative community.’ Templeton has lent its own brand of support: ‘It is a small enough community to give you that essential sense of intimacy’.

But fiction remains his main love. He has just completed a second novel, *The Miniaturist*, about a child prodigy in Mughal India who seems destined to become the Emperor’s court painter. ‘But,’ he says, ‘life does not work out in such a fashion …’ It will be fascinating to see how his own career works out in future and trace how its diverse lines extend and intertwine.
Research News

Four Oxford Executive Briefings based on new research carried out at the College are expected to be published this autumn.

Value Creation among the World’s Top 500 Retail Companies
Rory Knight and Dmitry Dragun

Shareholder value creation is one of the driving forces of globalisation. This report, a product of Templeton’s value research, offers practical insights into the latest trends in global retailing. The study covers 500 leading retail companies from over 30 countries. The future of internet retailers is analysed from a value perspective. The Global Retail 500 League Table, a concise guide to the value position of each company at its most recent financial reporting date, is included.

Value Diagnosis™: The Global Life & Medical Sciences 1000 2001
Dmitry Dragun and Rory Knight

Worth $2.5 trln in July 2001, global life and medical sciences (LMS) is a fast-moving, fiercely competitive and discovery-driven field. With the advent of genomics and bioinformatics biotech has become a value driver in its own right, defining the thrust of fundamental research and bringing promising compounds into the pharma domain. A continuation of Templeton’s established line of research into the global life and medical sciences industry, this report will focus on the most recent value shifts among various sectors of the industry. It will also provide a concise picture of value creation among 1000 LMS companies from over 40 countries, by including the Templeton Global LMS League Table.

Reward and Recognition of Knowledge Workers
Marc Thompson and Paul Heron
(sponsored by Empower)

What do knowledge workers want? To what extent are their needs being met? This report explores the nature of the psychological contract and examines which HR strategies are likely to be appropriate to this group of employees.

Templeton Global Performance Index 2001
Rory Knight, Alan Rugman and Michael Gestrin

The annual Templeton Global Performance Index is the essential source of information on the performance of multinational enterprises in global markets. The 2001 index will include even more data and analysis than previous editions.

Oxford Institute for Retail Management (OXIRM)

The marketspace website (marketspace.org.uk) developed by Jonathan Reynolds and funded by the Department of Trade and Industry and Telewest hosts an editorial by the new UK Minister of State for E-Commerce and Competitiveness, Douglas Alexander MP. The site has more than doubled its number of visitors through the introduction of a What’s New and Email Registration service. Both sponsors have renewed their funding support for 2001–02.

Templeton doctoral student Muriel Wilson presented a paper at the recent European Association for Education and Research in Commercial Distribution. Muriel’s work – on the impact of the internet on customer relationships – uses a wide variety of European company case studies in retailing and consumer services.
Environmental issues are part of the Zeitgeist. They feature heavily on public policy agendas and in the corporate boardroom. Specialist journals focus exclusively on them, while the mainstream economic and political press regularly publishes articles dealing with the effects of environmental policy on corporate strategy. Meanwhile, international regulation is growing rapidly.

A number of recent studies have analysed the environmental practices of multinational enterprises (MNEs). In ‘The Environmental Practices and Performances of Transnational Corporations’ (Transnational Corporations, 1995), David Levy looks at environmental practices in the US plants of 80 large MNEs from North America, Europe and Japan, and reaches three important conclusions.

Firstly, a high degree of multinationality – defined by proportion of sales outside the home country – is associated with better environmental performance. The reasons for this are not entirely clear. It may be that a higher degree of multinationality leads to more potential for scope economies, when diffusing ‘best practices’ abroad. The US is a high cost location for pollution intensive production, so it is possible that multinationals choose to locate their more environmentally damaging activities in developing countries which tend to have less stringent regulations – although the evidence for this is doubtful. Or it could be that as global brands become more visible, so stakeholder pressure on multinationals to behave in a more environmentally responsible way increases.

Secondly, although the larger MNEs appear to have more advanced environmental policies and procedures, their environmental performance is actually poorer. Good policy is not necessarily associated with effective implementation – possibly because of the greater bureaucracy in large firms.

Thirdly, Japanese plants in the USA show consistently worse performance than European and American owned plants – perhaps because many of them were built very quickly to cope with a rapidly expanding market. European plants generally show a positive relationship between environmental policies and performance.

These findings suggest a country – or regional – effect on environmental practices and performance; not surprising, as Levy’s study was based on the United Nations Conference on Trade and Development (UNCTAD) 1993 report on corporate environmental management of large MNEs. In the UNCTAD study, 60 per cent of respondents cite home country legislation as the most important factor leading to changes in environmental management, while only one in five mention host country legislation. However, Asian firms attach more importance to domestic legislation than North American and more particularly European companies.
Andrews finds substantial differences in regulatory tradition between countries. This is particularly the case in terms of openness of the decision making process and flexibility of the regulatory environment. In the USA the decision-making process is very open, but the approach to enforcement is rigid and there is a high likelihood of legislation. Enforcement in the EU is more flexible, but policy making much less transparent, and the situation in Japan is similar.

Domestic environmental policy alone does not appear to have a negative effect on international competitiveness. Environmental regulation at several different levels – global, regional, country, subnational and local – all at once results in difficulty for MNEs. ‘The Greening of Corporate Strategies’, a recent study by Buysse, Verbeke and Coeck (Globalisation and the Small Open Economy, ed. D Vandenbulcke and A Verbeke, Edward Elgar, forthcoming) on the differences in environmental strategies between domestic firms in a small open economy and foreign MNEs concludes that:

- Foreign MNEs have more proactive environmental strategies than domestic firms.
- Government regulations in a small open country have an impact on the environmental strategies of local companies, but not on those of foreign subsidiaries.
- MNEs do not appear to base their environmental strategies primarily on their home country’s regulations.
- Shareholder pressures and perceived economic opportunities drive proactive environmental management – individual stakeholder pressures are less influential.
- The choice of a proactive environmental strategy by MNEs seems to depend on competitive pressures and the importance attached to maintaining good relationships with local communities.

In 'Environmental Citizenship in Multinational Corporations: Social Responsibility and Sustainable Development' (European Management Journal, 18(1), 2000), Rondinelli and Berry build upon a content analysis of the environmental performance reports of 38 MNEs to give an overview of the wide diversity of elements present in a modern, proactive environmental strategy. Their conclusions are largely consistent with Buysse, Verbeke and Coeck’s analysis.

Multinational organisations formulate proactive environmental strategies where these can potentially improve industrial, as well as environmental, performance. Government regulation is clearly somewhat less important. Projects geared directly towards environmental improvement and built upon interactions with external stakeholders are far less important in terms of environmental expenditure than internal environmental practices intended to generate financial returns as well as beneficial environmental results. However, international environmental regulation (including self regulation) is viewed as increasingly important by MNEs.

This article is based upon ‘Environmental Practices of MNEs’, part of the chapter entitled ‘Environmental Policy and International Business’ by Alan Rugman and Alain Verbeke, published in the Oxford Handbook of International Business, edited by Alan Rugman and Thomas Brewer (Oxford University Press 2001). The book consists of original state of the art literature reviews by authors, all of whom are authorities on their subjects and leading scholars in the field of international business.

Without the support of Templeton, the book would not have been possible. The idea for it was launched at an authors’ conference held at the College in April 2000, partly funded by a gift from the Friends of Templeton.
Faculty News

Templeton recently appointed two new officers. Roger Undy, Fellow in Industrial Relations, has been appointed Vice-President, taking over from Marshall Young, Fellow in Strategic Management, who remains Dean for another year. Jonathan Reynolds, Fellow in Retail Marketing, replaces Sue Dopson, Fellow in Organisational Behaviour, as Senior Tutor for the academic year 2001–2002, while Sue Dopson takes a well-deserved year’s sabbatical at the end of her three-year term.

Leslie Willcocks, Andersen Professor of Information Management and E-Business, Warwick Business School, and former Fellow in Information Management, has become an Associate Fellow.

Kunal Basu, Fellow in Strategic Marketing, recently published his first novel. See article on page 12.

Elizabeth Howard, Fellow in Retailing, gave a paper in June on The globalisation of retailing at the 11th International Conference on Research in the Distributive Trades at Tilburg University in the Netherlands. She was recently invited by the National Retail Planning Forum [a UK organisation which promotes private-public sector understanding] to advise it on the relationship between leisure and retail development, and the research needed in the area.

Ian Kessler, Fellow in Human Resource Management, presented papers in June at the Global HRM Conference in Barcelona on The Fragmentation of Pay Determination in the Public Sector and at the European Industrial Relations Conference in Oslo on Cross National Comparison of Employees’ Perception of Communication and Consultation. He has also published an article on ‘Steward Organisation in the Royal College of Nursing’ in the British Journal of Industrial Relations (September 2001).

Jonathan Reynolds, Fellow in Retail Marketing, gave a Royal Society Lecture recently on the use of loyalty cards by UK retailers; a synopsis appeared in the RSA Journal, April 2001. He has contributed an article entitled ‘Retailing wakes up late to global ambitions’ to the forthcoming Financial Times book Mastering Management, and has also presented papers at a variety of academic and industry conferences, including the Strategic Planning Society, the London College of Fashion, the British Shops and Stores Association, the Engineering and Physical Science Research Council Retail Workshop, Retail Revolution Europe, in Paris, Uudistuva Vähittäiskauppa 2001, Helsinki and the TILE 2001 media and leisure conference.

Alan Rugman, Thames Water Senior Research Fellow, was in residence during Trinity term 2001. He has been appointed to the editorial board of the European Management Journal. With Associate Fellow Alain Verbeke, Alan published a research paper
discussing internal patterns of competence building in the multinational enterprise, entitled *Subsidiary-specific Advantages in Multinational Enterprises* in the *Strategic Management Journal* (March 2001). He has presented research papers on *The Impact of Environmental Policy on the Competitiveness of Firms, Multinational Enterprises and Clusters*, and *The Influence of ‘Managing Across Borders’ on the Field of International Management* at conferences at IMD in June, at the Genoa/Rome G7 Summit in July and at the Academy of Management Annual Meetings in August. These are all published on the College website, www.templeton.ox.ac.uk. Alan returns to Templeton for Trinity term 2002; otherwise he is at Indiana University where he holds the L Leslie Waters Chair in International Business at the Kelley School of Business, the most senior research chair in the School.

Chris Sauer, *Research Fellow in Information Management*, served as a faculty member on the doctoral consortium and chaired a panel on *Building E-Business Infrastructure* at the Ninth European Conference on Information Systems in Bled Slovenia in June. With Martin Barnes, Associate Fellow and Director, Major Projects Association, he co-chaired a one day MPA seminar in London on *The Transfer of Project Management Competence Within and Across Organisations*.

Roger Undy, *Fellow in Industrial Relations*, was recently invited to be a Special Adviser for Business and Management Studies in the 2001 Research Assessment Exercise by providing advice on the quality of some aspects of research in Industrial Relations and Human Resource Management.

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**Templeton DPhil Student Joins OECD**

Michael Gestrin, Templeton DPhil student and recently a Visiting Professor at ESSEC, one of the Grandes Ecoles in France, has been appointed Principal Administrator at the OECD. Michael will be conducting research and advising ministers on emerging issues and current challenges in multilateral trade negotiations, such as competition policy, foreign investment and economic development.

While at Templeton, he has been carrying out research into global strategies of the world’s leading multinational companies, working closely with Alan Rugman and Rory Knight on the *Templeton Global Performance Index*.

He takes up his new position in September 2001.
Templeton’s Oxford Institute for Employee Relations (OXIFER) is carrying out research into different aspects of managing people in high technology enterprises. Various projects address a number of important questions about emerging human resource strategies in this critical sector of the UK economy.

To what extent are we seeing the emergence of a specific HR model in high technology firms? Popular accounts of successful organisations such as Cisco, Microsoft and HP tend to emphasise certain common attributes of their HR systems – such as team working, pay for performance, performance management processes, flexible working arrangements and investment in training and development. Academic commentators such as Jeffrey Pfeffer identify these types of HR practices as critical for all organisations to adopt if they are to compete effectively in the future. What is the story in UK high tech firms? Is there a dominant mode of organising HR, and if so how important is this for critical goals such as innovation?

OXIFER’s study of over 200 high tech firms (pharmaceuticals, biotechnology, IT software, IT consulting, IT hardware, chemicals) did not find one high tech HR model. It did find five distinctive ways of organising HR, defined by the policies and practices in use. These were identified by the extent to which a range of innovative HR practices were employed. The ESRC-funded study found that one HR system, which we called the ‘commitment maximiser’ system, was linked most closely to higher levels of organisational performance. It was characterised by a high use of all the innovative HR practices explored. The study found that, irrespective of sector and size of firm, organisations adopting such an approach are more likely to be effective.

Research into the UK aerospace sector, funded by the DTI and carried out by OXIFER, builds upon these findings by focusing on change in HR systems over time. Drawing upon two establishment level surveys of HR policies and practices, this study has resulted in a closer understanding of the dynamics of HR strategies in a specific high technology sector. The research programme, probably the most detailed of its type in one sector undertaken in the UK, drew upon data from 624 establishments surveyed in 1997 and 1999, as well as detailed case studies of organisations in the industry supply chain. It found that firms which deployed...
a greater number of innovative HR practices between 1997 and 1999, covering a broader segment of their employees, performed much better. Organisations which diffused HR practices from a low to moderate level experienced an average 34 per cent increase in productivity – typically, this meant investing in one additional HR practice during this period. The study also identified the HR practices most likely to make a difference to performance in Aerospace. Given that 70 per cent of companies have fewer than 100 employees, this type of research can provide invaluable guidance to firms with limited resources on what is effective work. There are plans to repeat the survey later this year.

A third strand of work looks specifically at R&D firms. Substantial changes in the R&D environment (globalisation, speed to market pressures, cost reduction) are challenging the way firms think about organising and managing R&D. This has important implications for the psychological contract of knowledge workers; firms seeking much higher levels of innovation are asking how best to manage the employment relationship.

Organisations need to know which HR strategies are more likely to work for this critical group of employees. OXIFER’s research explores the nature of the psychological contract in six high technology firms, looking at what knowledge workers want and the extent to which this is being met. The Empower Group is funding the publication of a report based on further analysis of data collected under recent ESRC research, which will be launched at a research seminar at Templeton on 29 October.

Several of these research papers are available on the website. If you would like more information about the research please email marc.thompson@templeton.ox.ac.uk

Sir David Rowland Meets Templeton Alumni in New Zealand

The President of Templeton College, Sir David Rowland, who was on holiday in New Zealand visiting his wife’s family, co-hosted a cocktail function in Wellington on 5 April. The function was organised by the LINK Foundation for New Zealand/UK Relations, in association with Templeton. The LINK Foundation is bringing together alumni from a number of British tertiary institutions under a broad-based network in New Zealand, to share information and experiences, and to hear visiting lecturers or other distinguished people. Seventy executives were present at the function in Wellington, of which 25 were Templeton alumni. Several others present were alumni of other Oxford colleges.

Sir David spoke about Templeton’s history, highlighting recent developments, and its plans for the future. He spoke of the vision of the founders of the College, and its several benefactors. He also referred to the recognition of management as an academic discipline by Oxford University and the establishment of the Said School in the University. Sir David noted that a significant number of New Zealand’s current business and government leaders had attended Templeton College, especially the Oxford Strategic Leadership Programme, and expressed the hope that this close relationship would continue and expand.
Templeton Bumps Ahead

Rupert Cruise
MBA student and Templeton rowing crew captain

The Summer VIIIs competition was held over four days in May. This year’s rowing crew was the first from Templeton to qualify for an Oxford University race for more than nine years – the only mixed crew in the race, it qualified for the men’s division ahead of 14 other teams, proving that brains are more important than brawn in rowing!

Bumps racing, thought to have originated because the rivers in Oxford and Cambridge are too narrow for side-by-side racing, is probably the most exciting form of rowing to watch. Twelve boats, each separated by one and a half lengths, start together. The object is to ‘bump’ the crew in front, without being bumped by the crew behind. The Templeton crew achieved its first bump on the first day of racing. Despite two early setbacks, the team came from behind to bump Brasenose College right on the finish line. This was a remarkable achievement for a crew that has never raced in a bumps race before.

The next day’s racing proved to be equally exciting, with Brasenose chasing Templeton, and Templeton chasing Jesus College. Jesus had a superb start, but the Templeton team retained a steady pace, pulling well away from Brasenose and closing the gap on Jesus. The crew didn’t gain a bump, but didn’t get bumped either. So Templeton had a successful row-over and the crew rowed superbly over the full distance – approximately 1200 metres. A slight change of strategy for Friday’s racing saw the crew gain early on Jesus, push for longer periods and come close to a second bump.

After weeks of intensive training, the joy of qualifying and the excitement of our first bump on the first day, Saturday’s race was a bit of an anticlimax. With fellows, friends and family among the 17,000 spectators lining the bank, the race got off to an extremely fast start only to be ended a minute later. After a bump in the gap, Magdalen and Corpus Christi failed to clear the line and the race was stopped for safety reasons. With a full programme of events still to come, there was no chance of a restart.

However, Templeton did extremely well in the competition. The bump on the first day and the subsequent row-overs added a positive tally to Hertford’s bump count. Consequently, Hertford/Templeton was the most successful college boat club during Summer VIIIs, pipping the prestigious rowing college of Pembroke by one bump for the title of best performing college boat club in Summer VIIIs. After nine years without a crew, the Templeton flag was literally flying high.

The Templeton College Rowing Crew

Bow Mary Peshka
2 Becky de Tenley
3 Michel Maccabee
4 Cecile Galoselva / Mike Gestrin
5 Frode Bjorklund
6 Blake Hedger
7 Rupert Cruise
Stroke Neil Fleming
Cox Marije Veenbergen
Coach Leo Poeti
(Christ Church)
Fitness Coach Stuart Cowen (Lincoln)