Management – Where Next?
A Celebration of 50 Years of Management Studies at Oxford
Stimulus Conference
5 June 2015
# 50 years of Management Studies at Oxford

**CELEBRATION AND CONFERENCE PROGRAMME OF EVENTS**

**5 June 2015**

**Green Templeton College**

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<td>From 10.30: Optional tour of Saïd Business School, Park End Street, Oxford</td>
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<td>12.00</td>
<td>Mathematical Institute, Woodstock Road, Oxford</td>
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<td>17.45</td>
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<td>Dr Jonathan Reynolds, Celebration Committee Co-Chairman; Fellow, Green Templeton College; Associate Dean of Degree Programmes, Said Business School</td>
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**Saïd Business School, Egrove Park, Kennington**

**19.00 for 19.45** **Drinks and Dinner**
Welcome to the celebration

Welcome to our celebration of 50 years of Management Studies in Oxford. In particular, we value the personal perspective you bring to what is both an historic occasion, and an opportunity to share our insights into the nature and application of Management Studies itself.

Since the foundation of the Oxford Centre of Management Studies (OCMS) in 1965, the vision, commitment and dedication of pioneers throughout the first 50 years, supported by the generosity of their benefactors, led by Clifford Barclay, Sir John Templeton and Wafic Saïd, have together succeeded in embedding this young and dynamic discipline within the traditional context of the University of Oxford. Together, we are a world-class academic and research community dedicated to finding business solutions to world-scale problems.

We have a great deal to celebrate. The timeline on page 17 of this brochure marks the steps that have led to the remarkable partnership of the globally-recognised Saïd Business School with Green Templeton College and the wider University, replicating for Management Studies the uniquely successful interrelation of School and College that defines the Oxford template.

This relationship has rich opportunities. It enables us to ask questions and to have conversations about where Management Studies at Oxford can help in a commercial world that is increasingly interconnected, complex, and in need of innovative solutions. And, at the same time, we can draw on the theory and research developed at Green Templeton College, and from other wide-ranging disciplines in the University, to contribute to real-world scenarios with effective and ground-breaking applications.

Thank you for being part of this exciting and continuing endeavour.

Above: HRH Prince Philip, the Duke of Edinburgh, with Norman Chester, Norman Leyland and Clifford Barclay at the OCMS Opening Ceremony in 1969

Left: HRH The Prince of Wales Opens Said Business School’s New Wing, 4 February 2013
Welcome to the Conference

In the 50 years since OCMS was founded, Oxford has played a full role in bringing together practitioners, professionals, researchers and scholars, as well as undergraduates and post graduates, in the field of Management Studies.

We salute the pioneers who pursued their vision of introducing Management Studies to Oxford and who have sustained and helped this young discipline to grow into the strong subject that we see today, manifested both in Saïd Business School and in Green Templeton College.

The evolving nature of Management Studies originated with a strong practitioner focus and, as the 50 years have passed, this has developed a stronger, and welcomed, research focus. What is certainly unusual here is that this focus enables research to influence practice, and vice versa. In doing so, it has created an excellent synergy between researchers and practitioners in the field of Management Studies and will continue to do so as the applications and nature of this discipline continue to evolve.

May I add my welcome to you today. Your presence here, drawn from diverse backgrounds, geographic regions, specialisations, affiliations to Green Templeton College and others, very much reflects how fortunate Saïd Business School is to be embedded in the University of Oxford. Appropriately, this Conference mirrors the immense benefits we can draw from the cross-fertilisation of ideas and approaches.

I’m personally delighted to be part of the discussion panel involved with exploring the subject of responsibility in business, and to be doing so in a place as privileged as Oxford. Responsibility manifests itself in many forms; in some circumstances, it involves small firms taking responsibility for really large projects as part of social enterprise; in others, it’s large firms taking on responsibilities that weren’t traditionally thought of as theirs, including public/private partnerships that carry out extraordinary, large infrastructure projects paving the way for development. So, whether small, medium, large or very large, business has to play its positive role in society and it is apposite that this is one of the topics we are going to talk about as we explore the role of Management Studies in the years ahead.
Welcome all, and welcome especially to supporters of the many OCMS, Said Business School, Green Templeton College and University initiatives that have created the worldwide recognition which Management Studies in Oxford enjoys today. Naturally, management practice and professional development lie at the heart of our heritage, but their strength derives from the collaborative nature of so much of our endeavour. We can see it in the relationship between the College, the School and others within the University, as well as in University-wide collaborative research.

Sharing 30 of the past 50 years of the development of Management Studies at Oxford, I very much look forward to joining you as we use this Stimulus Conference to crystallise our thinking and, looking forward, to make sense of the broader roles and responsibilities of management in our economy and society. Our insights today will help shape the research agenda for Management Studies in the years ahead.

Thank you for joining us as we celebrate what has been achieved here over the past 50 years, and as we explore the future of Management Studies at Oxford over the next 50 years.

In businesses and organisations of all kinds around the world, leadership development has shot up the agenda. Here in Oxford, it is reflected in the value of executive education to the University: £6 million in 2006, and in the region of £36 million in 2015. From the very start, Management Studies at Oxford recognised that, to be relevant, it must be closely related to practice in the real world. Today, that means we are not only working in different geographic locations worldwide, but are responding to the requirement for inspirational leaders who are able to win high levels of performance from their teams in a heterogeneous cultural context. As we look forward and look back, it’s exciting to see how far we have come.
Panel A: Emerging Markets – Challenges and Opportunities

Green Templeton College has established a now widely-known and highly regarded annual Emerging Markets Symposium. Ian Scott will suggest what today are the distinguishing characteristics of emerging market economies. Professor Saul Estrin will talk about entrepreneurship in emerging market countries. Then, Cherian Thomas will describe a fascinating initiative in venture philanthropy in India.

Panel B: Management for Healthcare and Human Welfare

In this interactive session, we will consider current thinking about ways in which we might obtain better value from our healthcare systems. What are we doing to support clinical leaders within the system, and to bring research-based evidence to the practice of management? By taking a system-level view, how might we optimise value and equity across the system, focusing less on organisations and more on outcomes?

Sir John Muir Gray will discuss the search for better value healthcare, considering the allocative value of our healthcare system, less as a set of institutions, but determining how the assets are distributed to different sub groups in the population, and challenging many of our current assumptions.

Dr Ken Fleming will examine issues around the paucity of clinical leadership within the healthcare system, reflecting on what has been done in Oxford and pose the question: what more could we and should we do?

Professor Sue Dopson will consider the use of research-based evidence in informing management practice, in parallel with the way in which clinical areas use research to shape clinical practice and ask could this help create more effective managers within the system?

Each of our panel members will provide some insight and provoke us to respond with our views on the key issues which should be on the agenda for research and further work in universities and at Oxford in particular.
Panel C: Professional and Leadership Development

To meet contemporary challenges in regulatory, competitive and global contexts, organisations are looking more closely than ever at professional and leadership development. In this session, we will be hearing from Dr Michael Smets about how this is impacting CEOs of major corporations, based on the most recent research at Said Business School; from Alison McQuater on how senior managers are making the leap from being successful implementers at a junior level to the wider perspective and competences demanded by senior posts; and from Dr Paul Brankin on the leadership qualities that are now a vital part of the skill set of doctors.

The pace of professional and leadership development is accelerating and spilling over into different professions. This is because organisations around the world must adapt to rapidly changing business environments in order to succeed and to remain successful. Among other insights, we will see how the demands for behavioural change in management, especially to drive multi-cultural managerial capabilities, will be paramount in the years ahead.

Panel D: New Models and Mindsets for Enterprise and Entrepreneurship

The panel session will debate this issue using three contextual lenses: trust and ethics, skills and capabilities, and disruptive forces, in an attempt to understand how organisations, their structures, and our approaches to running them will need to change, in order to be relevant in this new age.

Trust and ethics represent a major challenge with widespread concerns over corporate practices. Ben Andradi will discuss the following: what is the root cause, and what changes will be needed in order to restore trust?

Skills and capabilities are frequently cited as a major gap in delivering economic potential. Fiona Reid will explore these issues: what will be needed in the 21st century and is our current system of education still buried in the 20th century? If so, what form of development prepares people for this new, uncertain world?

Disruptive forces: Technology is frequently cited as the major cause of disruption to organisational methods and structures, but there are others. What is clear is that the modern world conspires to create the need for constant change, and qualities of adaptability and responsiveness are key. Dr Hamish Stevenson will debate if this, therefore, suggests the need for new organisational forms and practices to be adopted in order to prosper and survive.

Green Templeton’s annual Barclay Lecture (formerly Templeton College’s annual Barclay Foundation Lecture) welcomes high-profile guest speakers to talk about subjects related to management and business.

The Barclay Lecture is generously supported by the Barclay family in memory of Clifford and Evelyne Barclay. (See pages 13-14)
Michael Earl is Emeritus Professor of Information Management and an Honorary Fellow of Green Templeton College and of Harris Manchester College, the University of Oxford. Michael's research and teaching have been mainly in the strategic management of IT and of information. It has been based mostly on fieldwork in large organisations, and he has a leaning towards evidence-based research: what really works in strategic management of IT, and on how policies and practices can be improved. This work not only has led to high citation counts, but also to the adoption of adjusted policies and practices in businesses – plus advisory work with CIOs, CEOs and CFOs. Michael's prior significant work has been on information systems strategic planning, leadership roles in information management, international management and the deployment of IT, and non-technological forms of information processing.

Ingrid Lunt worked as a professional educational psychologist before joining the Institute of Education, University of London, in 1985. She has worked extensively in higher education where she was the Director of Professional Training for educational psychologists at the Institute of Education, a Professor of Educational Psychology, and the Dean of the Doctoral School. In 2005, she was the Director of Graduate Studies for 5 years, and the Director of the new ESRC Doctoral Training Centre in the social sciences. Ingrid has also been the president of the British Psychological Society (1998-1999), President of the European Federation of Psychologists Associations (1993-1999), and Vice President of the International Union of Psychological Science (2004-2008).

Panel A: Emerging Markets – Challenges and Opportunities

Chairman

Professor Michael Earl, Honorary Fellow, Green Templeton College; Co-Founder Emerging Markets Symposium; Former Dean, Templeton College

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Panellists

Professor Saul Estrin, Associate Fellow, Green Templeton College; Professor of Management, London School of Economics, Faculty Group: Managerial Economics and Strategy

Saul Estrin is an Associate Fellow of Green Templeton College and a Professor of Management and TRIUM Vice-Dean. He was formerly Adecco Professor of Business and Society at London Business School where he was the Research Director of the Centre for New and Emerging Markets and Director of the CIS Middle Europe Centre. Saul was also Deputy Dean (Faculty and Research) at London Business School for six years and a school governor for eight years.

Saul has considerable practitioner experience. He is currently a Non-Executive Director of Barings Emerging Markets and was previously a member of the Academic Panel of the postal regulator, Postcomm. He has been a consultant to the World Bank, the European Union, OECD, DfID and NERA. He has taught executive programmes for a large number of major companies including BA, BT, Lloyds TSB, Marks and Spencer, Vauxhall, Powergen, Deutsche Bank, ING Barings, Swedbank and ABN-AMRO Bank.
Ian Scott has been engaged in international development for 50 years, initially with UNDP and for 25 years with the World Bank, where he worked on Bank Operations (mainly in Latin America) and as Director of Organisation on corporate strategy and management with Presidents Clausen, Conable, Preston and Wolfensohn. Since retiring from the Bank in the 1990s, he has divided his time between advising chief executives and corporate boards on strategic management in the public, private and voluntary sectors; journalism; broadcasting and academe (at the London Business School and Oxford University).

As Executive Director of the Green Templeton College Emerging Markets Symposium since it was created in 2008, Ian has organised symposia on Health and Healthcare, Urbanisation, Health and Human Security, and Tertiary Education. He has also collaborated with Green Templeton College Fellow, Professor Linda Scott, on a symposium on Gender Inequality, which focused on women, work and wealth in emerging markets.

Cherian Thomas is Chief Executive Officer of C&C Alpha Group Limited (CCAG) and is based at the company’s headquarters in London. Sitting on the Board of Directors, Cherian oversees the various subsidiary companies and affiliates of CCAG, these being healthcare, hospitality, aviation, agribusiness, electrical/electronic technology and commercial real estate.

Under Cherian’s leadership, CCAG have continued to further their involvement in improving their level of excellence, particularly in healthcare through their investments in Alpha Care homes and Alpha Hospitals which offer unique specialist psychiatric services.

Before joining C&C Alpha Group in 2002, Cherian started his career in 1982 as a management trainee for the Tata Group and quickly rose to divisional manager for Tata Iron and Steel Company Ltd in Kolkata, India. He later headed the division of strategic importance within the Tata Group, where he operated as a Group Manager for the International Division of Tata Ltd in London.

Obtaining a Bachelor’s Degree in Electrical Engineering (B-Tech) from the University of Mysore in India, Cherian went on to receive his MA in Business Management from the Asian Institute of Management in Manila, Philippines. In addition to his educational achievements, Cherian has also attended various professional courses and participated in Executive Management Development Programmes and Specialised Project Management Programmes, not only in the TATA Management Development Centre, but also in institutions in Europe, Asia and the United States.

Jonathan Reynolds is Fellow of Green Templeton College and Academic Director of the Oxford Institute of Retail Management at Saïd Business School. He first joined Oxford to work with Tesco on the application of new information technology, following time spent at the University of Edinburgh, with Coca-Cola, and at the University of Newcastle-upon-Tyne. He has spent time as Visiting Professor at Dartmouth College.

A geographer, urban planner and retailer, Jonathan teaches and researches in the areas of retailing and technology, retail and services marketing and retail planning and development. He is actively involved with Oxford’s commercial clients in the retail, financial and leisure services sectors and, as a faculty member of Saïd Business School, teaches marketing and retailing on Oxford’s undergraduate, MBA and MSc programmes.
Panel B: Management for Healthcare and Human Welfare

Chairman

Liz Padmore read both Philosophy, Politics and Economics and Jurisprudence at Brasenose College, Oxford and is a Barclay Fellow of Green Templeton College. She has extensive experience at the Board level in private, public and not-for-profit sectors.

She was previously a strategy partner at Accenture where she created and ran their global strategic think tank and specialised in scenario planning, strategic communications, corporate social responsibility and relationship management. She is a regular contributor and chairman at international conferences.

Liz is Chairman of Hampshire Hospitals NHS FT; a member of the Board of IPSA; a Director of YBI (Prince of Wales’ Youth Business International) where she also serves on the audit committee and chairs the accreditation committee; trustee and member of the F&GP Committee, Ditchley; and trustee and member of the F&GM Committee, Women for Women International. She is a co-founder and a member of the Global Board of Enablis, a not-for-profit dedicated to creating a viable SME sector in Africa and South America.

Panellists

Sue Dopson is the Rhodes Trust Professor of Organisational Behaviour and Associate Dean of Faculty at Said Business School. She is also a Fellow of Green Templeton College and Visiting Professor at the University of Alberta, Canada. She is a noted specialist on the personal and organisational dimensions of leadership and transformational change, especially in the public and healthcare sectors.

She teaches on the Oxford Advanced Management and Leadership Programme, Oxford Strategic Leadership Programme, Oxford Transition to Leadership Programme, and Consulting and Coaching for Change, as well as programmes delivered to private and public sector clients.

Sue’s research centres on transformational change in the public and healthcare sectors. She has written and edited many major works on this topic, and her research has informed and influenced government bodies, such as the Department of Health and the National Institute for Health and Clinical Excellence (NICE), in their thinking on areas such as the dissemination of clinical evidence into practice, medical leadership and the role of the support worker in the NHS.

Kenneth Fleming is an Emeritus Fellow at Green Templeton College and co-lead of the College’s Global Health Policy Programme, Honorary Consultant in Pathology for the Oxford Radcliffe Hospitals NHS Trust, and Associate Head for Academic Affairs of the Oxford Post-Graduate Deanery.

Kenneth is a pathologist with a special expertise in the liver. He graduated from Glasgow University in 1968, and after training posts in Pathology in Glasgow and Oxford, received his DPhil from Oxford University in 1980 and his Fellowship of the Royal College of Pathologists in 1988. He has extensive experience of successful leadership and management in academia with various positions in Oxford and nationally, including an appointment as the inaugural Head of the Medical Sciences Division at the University of Oxford from 2000 till 2008. In addition, he is leading the development of a MMed in Pathology in Zambia and has developing involvement in fostering increased educational capacity in several east and central African countries.
Andrew White is Associate Dean for Executive Education at Saïd Business School and a Fellow of Green Templeton College. An experienced programme director, teacher and researcher, his areas of expertise include innovation management and leadership development.

As the Associate Dean for Executive Education at Saïd Business School since 2010, Andrew is responsible for forging connections between the research, resources and expertise of the School, and of the wider University, with senior leaders in companies and organisations throughout the globe. He is responsible for leading the development and delivery of custom, open and accredited executive programmes which serve as the primary platform for the School’s communication with those facing the demands of leadership in the 21st century. He has directed and taught on a wide range of executive development programmes for organisations such as BAE Systems, Lloyd’s Market Association, the Government of Abu Dhabi, Avon Cosmetics, State Farm and IBM.

Sir Muir is Director of Better Value Healthcare based in Oxford. He was Director of Research and Development for Anglia and Oxford Regional Health Authority and supported the United Kingdom Centre of the Cochrane Collaboration in promoting evidence-based medicine. He held the positions of Director at the UK National Screening Committee, during which he helped pioneer Britain’s breast and cervical cancer screening programmes, and at the National Library for Health. He also served as the Director of Clinical Knowledge Process and Safety for the NHS National Programme for IT.

He is the Director of the National Knowledge Service and Chief Knowledge Officer to the National Health Service, a Director of the healthcare rating and review service iWantGreatCare and is Public Health Director of the Campaign for Greener Healthcare. He is also one of the original authors of the IDEAL framework for surgical innovation.

He was knighted in 2005 for the development of the foetal, maternal and child screening programme and the creation of the National Library for Health.

Sir John Muir Gray, KBE, CBE Emeritus Fellow, Green Templeton College; Director of Better Value Healthcare

Panel C: Professional and Leadership Development

Chairman

Dr Andrew White, Fellow, Green Templeton College; Associate Dean of Executive Education, Said Business School

Andrew White is Associate Dean for Executive Education at Said Business School and a Fellow of Green Templeton College. An experienced programme director, teacher and researcher, his areas of expertise include innovation management and leadership development.

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Panellists

Dr Paul Brankin OBE is a physicist and Company Director. He was Managing Director and then Chief Executive of the Medical Systems Division of Oxford Instruments plc between 1986 and 1999, and has a strong record of growing new businesses and helping large public organisations through significant change.

His distinctive achievement for Oxford has been the initiation and development of Green Templeton College’s Management in Medicine (MiM) programme. This draws on the College’s two core academic strengths to create a unique programme for the University. Building on his healthcare work with senior leaders in the NHS, MiM has been designed for future leaders – especially current students and recent alumni. These include Medical School students, Said Business School students with a special interest in health management, mid-career medics undertaking a research degree, and global health and health policy students.

Dr Paul Brankin, OBE Associate Fellow, Green Templeton College; Founder, Management in Medicine
Ron Emerson’s early career was in International banking with Bank of America and, latterly, Standard Chartered Bank, where he was the Group Head of Wholesale Banking, based in Singapore.

Since then, he has pursued a portfolio career, which has included a range of non-executive directorships in industries ranging across global insurance, manufacturing, oil and gas and banking. In addition, he was also a Senior Advisor at the Bank of England and the Financial Services Authority. He is currently Chairman of the UK government’s economic development bank, The British Business Bank, and Chairman of Fairfield Energy.

At Saïd Business School, he has acted as a programme director, designing and delivering a number of major, innovative customised programmes for international companies in the areas of leadership and strategic change. Companies he has worked with include: PwC, BP, Tesco, Standard Chartered, KPMG, SABMiller, BG Group, RWE, Zurich Financial Services and The World Bank.

He holds degrees from Manchester, Durham and Oxford Universities.

Dr Michael Smets is Associate Professor in Management and Organisation Studies at Saïd Business School and a Research Fellow at Green Templeton College. He is also a member of the Centre for Professional Service Firms, based at Saïd Business School.

Michael’s research focuses on professional service firms (PSFs), especially their internationalisation, innovation and regulation. Professional services play an increasingly significant role, not only as an important business sector in their own right, but also as a lubricant for business transactions and government activities. Critically, with the increasing ‘servitisation’ of manufactured goods and the rise of ‘hybrid’ organisations that bring together experts from a variety of disciplines, understanding professional service firms helps address a wide range of challenges faced by 21st century organisations.

Michael has been lead researcher on the recent study of global CFOs with a report launched at Davos early in 2005.
Panellists

Ben Andradi has worked extensively in the private equity industry in London. Previously, he worked with Terra Ferma Capital Partners, Apax, Harbourvest and Soffinova Equity Partners. He was CEO of Servista and Quadriga, President and COO of BT Openworld, and a member of the Board of BT UK. He is currently Head of Europe for Syntel, a NASDAQ listed (NASDAQ:SYNT) technology business. He works with two business charities: as Senior Advisor to Blueprint for Better Business and as Chairman of the Common Good Foundation.

He has a BA and an MA from Cambridge University and an MBA (with honours) from Harvard Business School. He is married with four children.

Ben Andradi, Senior Advisor, Blueprint for Better Business

Fiona Reid is a leader and innovator in the field of entrepreneurship education – at the University of Oxford since 2001 and internationally as a consultant.

As Executive Director of the Entrepreneurship Centre at Said Business School, she grew the Centre and associated networks such as Oxford Entrepreneurs over nine years to build international recognition for Oxford's credentials in entrepreneurship.

Her work focuses on innovation in knowledge-intensive organisations, culture change and new venture creation. Research projects include healthcare innovation, knowledge transfer from research and localisation of research-based multinationals.

She has fifteen years’ experience lecturing and developing new models of education for organisations such as the FT, London Business School, CERN, Isis Innovation, Eurasia, the Helmholtz Institute, Moscow State University, and the Goldman Sachs Foundation. She has worked on the launch of many start-up and spinout companies from across the University of Oxford.

Fiona Reid, Associate Fellow, Said Business School; former Executive Director of the Entrepreneurship Centre, Said Business School

Hamish owns and runs Fast Track which he founded in 1997 after securing cornerstone sponsorship from Richard Branson. He and his team have built Fast Track into the UK’s leading networking events company focusing on top private companies and entrepreneurs, and ranking them in league tables published with The Sunday Times.

He is an Associate Fellow at Green Templeton College, Oxford University, where he completed his MA and DPhil at in Management at St Edmund Hall, and held the Virgin Research Fellowship in Entrepreneurship.

With media partner The Sunday Times, Hamish publishes seven league table programmes, ranging from the fastest-growing to the biggest private companies. He hosts seven national awards events and around 20 dinners a year for the owners and directors of companies in the league tables including Virgin, Barclays, Grant Thornton, HSBC, Lloyds Bank and UBS Wealth Management.

Dr Hamish Stevenson, Associate Fellow, Green Templeton College; Founder & CEO of Fast Track 100

BIOGRAPHIES OF SPEAKERS

50 YEARS OF MANAGEMENT STUDIES AT OXFORD

11 | 12
ANNUAL BARCLAY LECTURE AND DISCUSSION
Management – Challenges and Responsibilities in a Changing World

Cardinal Vincent Nichols is a highly respected and astute spokesman for the power of business to create a better society. He has played a prominent role in producing the Common Good and Catholic Social Teaching, and has consistently spoken out about the loss of trust between business and society. After the lecture, Conference Chairman Kathryn Bishop will moderate a discussion with the Cardinal and the invited panel, in response to the remarks and on how business leaders and Oxford, in its teaching and research, can step up to the challenge. Green Templeton College Barclay Fellow, Stephen Barclay, will propose a vote of thanks.

Guest Barclay Lecturer: Cardinal Vincent Nichols

Discussion Panel:
• John Barton
• Tracey Camilleri
• Professor Peter Tufano

Vincent Nichols was born in Crosby, Liverpool, on 8 November 1945. He studied for the priesthood at the Venerable English College in Rome from 1963 to 1970, gaining licences in Philosophy and Theology at the Gregorian University. He was ordained as a priest in Rome on 21 December 1969 for the Archdiocese of Liverpool. In 2009 he was installed as the 11th Archbishop of Westminster in Westminster Cathedral.

On 22 February 2014, he was created Cardinal by His Holiness, Pope Francis. He serves on the Congregation for Bishops, the Congregation for Clergy, the Congregation for Oriental Churches and the Pontifical Council for Promoting Christian Unity.

In 2011 a group of senior business leaders approached the Archbishop of Westminster as they believed that the principles of Christian moral and social teaching, and in particular the tradition of Catholic Social Thought, could help bring about change in business. The Blueprint for Better Business was founded as a result. Their work is about promoting and encouraging businesses to use a practical, actionable set of principles, and to come together on a common platform. It is also about fostering public dialogue and supporting companies along a difficult and long journey.

Panellists

Professor Peter Tufano was appointed Peter Moores Dean and Professor of Finance at Said Business School on 1 July 2011 and is a Professorial Fellow at Balliol College, University of Oxford. He is a prolific scholar and course developer, a seasoned academic leader, a social entrepreneur, and an advisor to business and government leaders.

The last decade of Peter’s research has focused primarily on consumer finance. He has been at the forefront of advancing this academic field and bringing ideas from research into practice by working directly with businesses and policymakers. His work is credited with influencing two US policy initiatives, and a third is under review in the US Congress. His other streams of research deal with risk management, financial engineering and mutual funds. In 2000 he founded an innovative non-profit called the Doorways to Dreams Fund that works with partner organisations to test and promote innovations that serve the financial needs of low income households.

Peter is married with one daughter. His wife, Mary Jeanne Tufano, is an attorney, arbitrator and mediator.
Stephen Barclay has spent the last 30 years as a specialist both as a principal and as an advisor in the small and microcap investment sector and now heads up his family’s investment office.

He is an Emeritus Governor at the London School of Economics having been a member of the Court of Governors for 20 years and a member of the Executive Committee for six years. He remains a member of the Investment Committee, which he chaired for six years. He has been a Fellow of Green Templeton College (formerly Templeton College) at the University of Oxford (from which he received an honorary MA) since 1994 and was closely involved in the Merger negotiations of Green and Templeton Colleges – the first college merger at Oxford for some 400 years.

John Barton is Chairman of NEXT plc, easyJet plc and Catlin Group Ltd. He is also a Non-Executive Director of Matheson & Co Ltd. He is one of the leading practitioners from business, the media and other organisations who assist with the Oxford University Centre for Corporate Reputation’s research, programmes and events. In the past John has chaired Jardine Lloyd Thompson Group plc between 1997 and 2001, following the successful merger of Jardine Insurance Brokers (where he was CEO for 13 years) and Lloyd Thompson. He has also been Chairman of Cable & Wireless and Brit Insurance Holdings NV; the Senior Independent Director and Chairman of the Remuneration Committee of WH Smith; Chairman of Wellington Underwriting; Chairman of Hammerson’s Remuneration Committee; and Senior Independent Director and a Non-Executive Director of the General Insurance Standards Council, Sherwood International and BNB Resources. John undertakes mentoring of CEOs of various charities through the Kilfinan Group. He is a qualified chartered accountant and received an MBA from Strathclyde University.

Tracey Camilleri is the third Programme Director of the Oxford Strategic Leadership Programme, which has been running since 1982. At Said Business School, she teaches and directs courses in leadership on both open and custom programmes, including Women Transforming Leadership, SABMiller, State Farm Insurance and The Lloyd’s Market Association. She teaches on leadership, learning design and innovation, and plays an adjunct design role on other programmes. She has a leading role in innovation, both in learning design and programme content, in executive education. She is particularly interested in how smart adults learn, in the effective design of learning environments and in the blended use of new technologies with live, experiential, up-close traditional methods. Her programmes draws widely on the humanities and on research from across the University.

Before joining the School faculty in 2002, Tracey was Managing Director of WMC Communications. At WMC, she developed lobbying strategies for financial services companies and helped to design and implement internal communications strategies for large organisations.
Biographies of Graduate Assistants

Anna Carlqvist
Anna is a 4th year medical student with an interest in global health and health policy. She originally studied Medicine at Christ Church College, University of Oxford, gaining a First-class honours BA in Medical Sciences in 2014, with her option work on Infection and Immunity. She undertook a laboratory research project on HIV genetic sequence evolution, Goulder Group.

Anna Custers
Anna is a DPhil student in Management Research at Saïd Business School. Her research focuses on the role of emotions and information avoidance in debt management strategies. Her general research interests include household finance, behavioural economics and rigorous evaluation of development interventions. Previously, she has worked on conducting randomised control trials with the Jameel Poverty Action Lab (J-PAL) for three years in both India and France. Anna holds an MSc in Development Studies from the London School of Economics.

C Abbigail Cave
Abbigail is a 5th year medical student, where she is currently on her Gerontology, Palliative Care and Primary Care rotation. She was born and raised in Trinidad and Tabago and placed first in the Caribbean in the Sciences at A-level equivalent exams. She received a BA in Medical Sciences at Keble College, Oxford University, where her research project examined cognitive decline in a mouse model of Alzheimer’s disease. She has a keen interest in global health as well as Paediatrics and was on the committee of the Green Templeton College Human Welfare Conference 2015, where the theme was Human Welfare in Conflict.

Christopher East
Christopher is reading for an MSc in Migration Studies. He spent his formative years in the UK and then, at the age of twelve, his family emigrated to South Africa, where he has lived until now. He has an MA in City Planning and is keenly interested in all things urban. His particular research interests are city development in the global South and how South-South migration affects the spatial development of cities.

Cristian Iuga
Cristian is currently reading for an MSc in Computer Science. He is passionately curious, with a special focus on entrepreneurship and technology. In his last year of high school, he launched a web agency in Romania, his home country, and after five years of hard work he is still running the company. His main interest is studying how technology can help people in an efficient way.

Ali Naghieh
Ali is a DPhil Student at the Centre for Evidence-Based Intervention (CEBI), University of Oxford. His research interests lie at the intersection of social policy, public health, and organisations. His DPhil focuses on developing and piloting participative organisational change interventions to align organisational development with employee wellbeing outcomes. Ali is a pharmacist by profession with experience in primary and secondary care. He also has an MBA, with experience of setting up services in the NHS. He is a research assistant for the Green Templeton College Future of Work programme, and is teaching assistant on a number of Executive Education programmes at Saïd Business School.
Leyla Sokullu

Leyla is an MSc student in Sociology. She graduated with a BA in Psychology and Economics from Emory University, in Atlanta, GA. Originally from Turkey, she has professional experiences in research laboratories, healthcare and consulting. She is currently assisting Paddy Coulter, Green Templeton College Associate Fellow, with the communications strategy for the Emerging Markets Symposium.

Tatiana Vorovchenko

Tatiana is an MSc by Research in Clinical Medicine candidate, holding an Exxon Mobil Scholarship. Her research is focused on the ways social media influences global health with communication about Ebola virus disease as a case study. She graduated as a dentist from the Samara State Medical University of Russia in 2011. Tatiana is a co-founder of the Russian Association of Dental Students and Young Dentists, and she has contributed to a number of development voluntary projects abroad and in Russia. She has been actively engaged in the build-up of medical professional communities and networks, as she strongly believes that it contributes greatly to the development of healthcare.

Jenny Tran

Jenny is a qualified doctor reading for an MSc in Global Health Sciences and a DPhil in Population Health. Her research focuses on cardiovascular risk and comorbid conditions in the UK and globally. She is interested in shifting healthcare away from ‘disease care’ to improving and promoting health and has worked extensively in the Asia-Pacific region. She is currently Chair of CHASE (delivering health education programmes to youths), a Director of Libromat (childhood education social enterprise) and is a former Director of REACH (Australia’s first student-run clinic).
**Timeline**

**1965**
- Oxford Centre for Management Studies (OCMS) established under Chairmanship of Norman Chester. Norman Leyland appointed Director. Clifford Barclay funds the original building on Kennington site.

**1966**
- Six-month Senior Managers Development Programme launched. Participants accommodated in Randolph Hotel.

**1967**
- University of Oxford introduces BPhil (later MPhil) in Management Studies with tuition at OCMS.

**1968**

**1969**
- Official opening of Green College by University Chancellor, Sir Harold Macmillan.

**1971**
- OCMS moves to Egrove site, Kennington.

**1974**
- Merger with Green College.

**1976**
- OCMS renamed Templeton College, following a major benefaction from Sir John Templeton.

**1978**
- Green Templeton College founded. Dr Colin Bundy appointed Principal.

**1981**

**1984**
- OCMS established as University of Oxford School of Management Studies.

**1988**
- Professor Peter Tufano appointed Peter Moores Dean of Saïd Business School.

**1990**
- University resolution that Templeton should proceed to full College status.

**1992**
- Saïd Business School established with a generous founding donation of £20 million from Mr Wafic Saïd. First MBA class joins the School (then housed in the Radcliffe Infirmary building).

**1995**
- Major benefaction from Wafic Saïd and naming of Saïd Business School.

**1996**
- Said Business School established with a generous founding donation of £20 million from Mr Wafic Saïd. First MBA class joins the School (then housed in the Radcliffe Infirmary building).

**2002**
- Romano Prodi, President of the European Commission, opens School building.

**2003**
- The main lecture theatre named for Nelson Mandela in a ceremony attended by Mr Mandela.

**2004**
- 1st Executive MBA class joins the School.

**2005**
- Executive non-degree programmes transferred to Saïd Business School.

**2008**
- GoTo programme (Global Opportunities and Threats, Oxford) launched.

**2011**
- Professor Peter Tufano appointed Peter Moores Dean of Saïd Business School.

**2012**
- 1+1 MBA launched. Extension to School building, designed by Dixon Jones, completed and opened by HRH Prince Charles, Prince of Wales.

**2013**
- Merger with Green College.

**2014**
- The Thatcher Business Education Centre named by the Prime Minister, the Right Honourable David Cameron.

**2015**
- Celebration of 50 years of Management Studies at Oxford.
Evolving a global centre for Management Studies

For a University founded in the 12th century, 50 years is almost yesterday, and yet in 1965 it took remarkable vision and commitment to see how vital it was that business and management studies should be part of the University of Oxford’s engagement with the world. At that time, few could have predicted the respected place which Business and Management Studies have at the University today.

From roots in the Oxford University Business Summer School (OUBSS) and the Oxford Centre for Management Studies (OCMS), later to become the former Templeton College, Management Studies now enjoys a respected place in the University’s spectrum of disciplines.

Green Templeton College (GTC) is now is the University’s pre-eminent graduate college for the subject. It is home to the largest number of Management Studies students and scholars.

Said Business School, as a University department, is the centre of the University’s academic study of business, management, innovation and enterprise.
Making a difference in the next 50 years

As we celebrate the achievements of 1965 – 2015, 50 years of pioneering and accelerated growth in the establishment of the discipline in Oxford, we now look forward with excitement to the challenges of the next 50 years. How should Management Studies evolve in the middle decades of the 21st century? Certainly, it will need to be grounded in the issues faced by humanity and adapted to address the equally challenging but different global environment.

Thanks to their distinctive heritage, both Saïd Business School and Green Templeton College are uniquely placed to provide a major influence on future development of Business and Management Studies. Our Fellows and students already work on many issues relevant to today’s wider challenges such as complexity; risk and resilience; gender and diversity; new forms of organisation and enterprise; innovation and entrepreneurship; the digital world and big data; futures and scenarios; evidence-based healthcare; governance and government and social responsibility.
With today’s conference, we begin what we hope will be a continuing dialogue with members of our extended community. We invite your continuing engagement and support in framing and evolving Management Studies in Oxford for the next 50 years, and beyond.
Thank you to the Templeton Educational Charitable Trust and to the Barclay Family for supporting this Conference.

Thank you to the Celebration Committee for planning and organising this event.

Celebration Committee Members:

Dr Jonathan Reynolds (Co-Chairman)
Fellow, Green Templeton College; Associate Dean of Degree Programmes, Saïd Business School

Dr Andrew White (Co-Chairman)
Fellow, Green Templeton College; Associate Dean of Executive Education, Saïd Business School

Stephen Barclay
Barclay Fellow, Green Templeton College

Dorothy Cooke
Emeritus Fellow, Green Templeton College

Professor Sue Dopson
Fellow, Green Templeton College; Rhodes Trust Professor of Organisational Behaviour, Saïd Business School

Professor Michael Earl
Honorary Fellow, Green Templeton College; Co-Founder Emerging Markets Symposium; Former Dean, Templeton College

Professor Tim Morris
Fellow, Green Templeton College; Professor of Management Studies, Saïd Business School

Dr Keith Ruddle
Emeritus Fellow, Green Templeton College; Associate Fellow, Saïd Business School

Dr Michael Smets
Research Fellow, Green Templeton College; Associate Professor in Management and Organisation Studies, Saïd Business School
Green Templeton College, Woodstock Road, Oxford OX2 6HG
www.gtc.ox.ac.uk

Said Business School, Park End Street, Oxford OX1 1HP
www.sbs.oxford.edu