



# EDUCATING THE LEADERS OF THE FUTURE

A window into over 71 years of  
the Oxford University Business







“

OUBEP comes at a crucial point in a leader’s career: what got you to where you are is not necessarily going to work in the future. It acts as a bridge to senior leadership, and helps you develop a bedrock of knowledge and a way of thinking that will expand your influence beyond that of your immediate team or organisation to leave more value than you inherited when you arrived.

I think the existence of the Steering Committee, which is active in ensuring that the programme maintains both its academic rigour and practical relevance for business participants, is an expression of stewardship and part of the chemistry of OUBEP. It reflects – and of course contributes to – the sense of ownership that alumni feel for the programme.

John Downie, Accenture  
Chair, OUBEP Steering Committee



# INTRODUCTION

The history of the Oxford University Business Economics Programme is in many ways the history of changing social attitudes towards business in Britain over the past 70 years. It also forms an interesting backdrop to the development of university-based business schools in Europe and the UK.

As C. A. C. de Boinville described in the Unilever magazine of 1955, the idea for the programme came out of an informal meeting 'to study the reports of the Anglo-American Productivity Council's teams on Education for Management and on Universities and Industry'. The meeting seems to have been in Oxford and to have included both academics and industrialists.

They were very much on their own. The findings of the Productivity Council had been debated in the House of Commons two years earlier, in 1950, and Hansard's records show a typically 'hands-off' approach to the private sector from the Labour Government of the time. Hugh Gaitskell, then Minister of Economic Affairs and later Chancellor of the Exchequer, said, 'I think these reports are very valuable, but I think it is far better to allow the industries themselves to carry them out'.

And so they did. In the process, they challenged the predominantly class-based assumptions of the time about the value of business and the status of a career in industry.

Even in the 1950s, when the second world war had supposedly broken down class barriers and certainly left the country as a whole much reduced in power and nearly bankrupt, de Boinville still asked: 'how many leaders of university life honestly consider industry to be a worth-while career for a young man of high intellect and character?'

Oxford's role in creating the Oxford University Business Summer School, applauded by the 'newspaper of record', The Times, must have played a part in improving the reputation of business as a suitable career for the 'best minds and the best leaders'. It brought together representatives from major companies including Shell, Esso, Procter & Gamble, ICI and Unilever together with government organisations such as The Commonwealth Office, The Inland Revenue and The Post Office, as well as banks. External speakers included Government Ministers, Senior Civil Servants, Ambassadors, Chairs of major companies, Trade Union leaders, and leading Economists. Alumni of the programme have gone on to play leading roles in shaping some of the world's most influential companies and institutions.

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In its earliest incarnation it was a management programme aimed at the 'leaders of the future'; ten years before the first university business school was established in the UK, it was a unique experience. In 1964 London Business School was founded; in 1965 Manchester Business School opened, as did the Oxford Centre for Management Studies, with a particular focus on executive education. This paved the way for the Saïd Business School in Oxford, founded in 1996 and now firmly established as one of the world's leading business schools.

Yet OUBEP remains apart. With a clear focus on economics, it is about more than managing a business or understanding a particular sector or market. It is about understanding business's place in an interconnected and changing world, and how individuals and organisations can use that knowledge to make decisions that will shape better outcomes for all.

OUBEP plays a key role in broadening the reach of our economic teaching. And over 70 years, it has provided an exciting and stimulating opportunity for us as academics to make economics teaching relevant to business

Hamish Low, Head of the Department of Economics,  
University of Oxford



# 1953

**Title of programme**

Oxford University Business Summer School

**Subtitle of programme**

Summer School for Young Business Executives

**Dates**

27<sup>th</sup> July – 22nd August

**Location**

Worcester College

**SUMMER SCHOOL FOR YOUNG BUSINESS EXECUTIVES**

WORCESTER COLLEGE, OXFORD  
AUGUST, 1953

**REPORT BY THE STEERING COMMITTEE AND DIRECTOR  
OF THE SCHOOL.**

**1. ORIGIN OF THE SCHOOL**

The need for a summer school for young business executives in Oxford was first discussed in the Report of the Committee on the Education of Management in 1947. It was then that the idea of a summer school for young business executives was first discussed. The idea was first discussed in 1947. It was then that the idea of a summer school for young business executives was first discussed. The idea was first discussed in 1947. It was then that the idea of a summer school for young business executives was first discussed.

A meeting held at Worcester on 27th July, 1953, a Steering Committee was appointed as follows:

Dr. Keith Murray	1	Representing the
Mr. Alfred Snow	1	Oxford University
Mr. David L. Johnson	1	Representing
Mr. W. R. V. Jones	1	Commerce
Mr. J. G. Brown	1	Representing Industry
Mr. J. G. Brown		
Mr. T. H. Robbins	1	Representing
Mr. A. M. Hayfron-Jones		
Mr. T. Wilson		

Subsequently replaced by Mr. A. Taylor.

It was decided that the school should be run on a monthly basis in August, 1953, for three weeks, between 27th July and 22nd August, the dates of the School being Worcester College, Oxford.

**2. THE AIMS OF THE SCHOOL**

The end to which the Summer School ultimately hoped to contribute was the furthering of efficient management in British industry. Its promoters believed that it might be possible, in a month at Oxford, to go at least some way to create in the junior managers who attended, an increased mental alertness and enthusiasm, an improved skill in stating a case, a knowledge in cases of financial and special techniques with which management would be familiar, and a sense of the wider context in which their own special functions have a place.

Those concerned with the running of the course had no hard and fast preconceptions as to how these aims could best be approached, but sought a wide variety of methods, being prepared throughout the course and within the limits of the general programme, to attend and to experiment. They conceived the month in Oxford not merely as an opportunity for the students to absorb from lectures and books a quantity of useful knowledge, but rather as an experience, in which forms of instruction had its part, but were not ends in themselves, but rather as a means to an end, by which the student's own particular work enabled him to see the wider context of his own work, by addressing the course as a whole and in particular and an extended discussion in and out of the "book" between the students and their University tutors and, most importantly, between the students, with all their different industrial backgrounds, theoretical.

**6. THE SUBJECT MATTER OF THE COURSE**

In designing the content of the course two extreme alternatives had to be avoided. On the one hand, the subjects might have been chosen to include a wide range of subjects relevant to the ordinary duties of management, but this would hardly have increased the degree of respectability required in the subjects, nor would it have been an appropriate use of the University's facilities. On the other hand, subjects might have been included purely on the ground of their general interest and the opportunity they afforded for intellectual exercise. This might have been avoided but only rather indirectly as regards management theory, and the subject matter of the course would have appeared more remote from the problems of the ordinary work of industry, and the subjects had to be chosen to which they had to be returned. It was necessary therefore to choose subjects, particularly those in Part II of the course entitled the "Management Process", which would be directly concerned with the individual firms, those of Part I, (The Basic Structure of Industry), which were concerned with the general industrial system of which the individual firms were part, those of Part III (The Economic Position of the United Kingdom) with the systematic division of the U.K., and those of Part IV (The Social Structure of the World Development) with the wider, which is a part of management, to the needs of the contemporary economic and social situation.

At the same time, there were two or three courses, generally after dinner on Sunday evening, which were not dealt with in the course but which dealt with these topics of interest. They afforded a relaxing change and, in consequence, mental stimulation.



## THE EXPERIMENT BEGINS

When the programme was first launched it was billed as one of 'a number of experimental solutions to the problems involved in education for management': 'Industry is uneasy about selection and training, not least because experience shows that technological training is apt to breed specialists, and training must remove, or not create, the gulf between expertise and administration.'

1953's programme was initially planned as a unique event, as a report of discussions in Oxford shows. 'Subsequent discussions showed that members would be prepared to help industry if a summer school could be organised in an Oxford college in 1953, administered and financed by industry, the curriculum to be determined by industry but in consultation with a joint committee of industrial and academic members.'

### Chair of the Steering Committee

Sir Hugh Chance

### Course Director

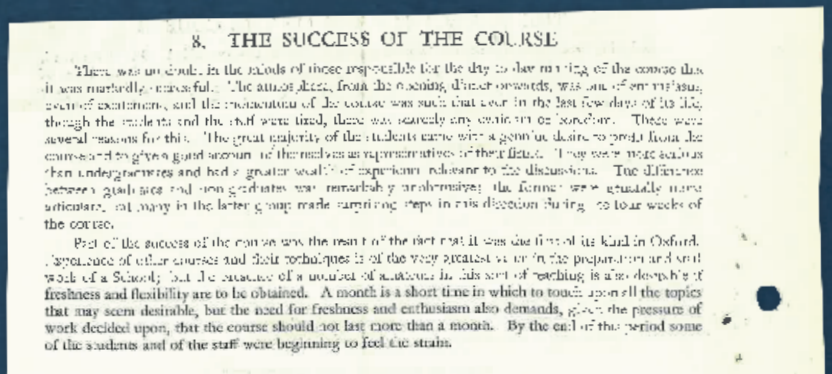
J. Ayres, Formerly Managing Director and Deputy Chairman, Standard Telephone and Cables Ltd.

### What was happening elsewhere?

Britain's new monarch, Queen Elizabeth II, was crowned in a three-hour televised spectacle – which prompted many households to make their first purchase of a television.

The pageantry reinforced a public mood of optimism and self-confidence; but it was still only eight years after the end of World War II and the country was still adapting to a postwar world. Marshall Plan funding to the UK had ended two years before and some goods were still rationed.

The European Coal and Steel Community, precursor of the European Community, which Britain had decided not to join, was about to celebrate its first anniversary.



# 1954

**Dates**

2<sup>nd</sup> August – 28<sup>th</sup> August

**Location**

Worcester College

**Course fee**

£110





# CO-OPERATIVE STUDY

The second year of the programme – still called a Summer School for Young Business Executives – followed the framework established at its launch. Held for a second time at Worcester College, and still unashamedly open only to men, it targeted an age-group that would later be typical of candidates for an MBA (Master of Business Administration) degree. The Summer School programme said: ‘The School is designed to bring together for co-operative study men between 27–33 years of age, who are being trained for, or are engaged in executive work and who are selected by their firms for their ability and promise, at a time when they have had some years’ experience of industry but before they have been entrusted with any large general responsibilities.’

The programme agenda suggests that it was predominantly a management training programme, though with an important section covering ‘The Economics Position of the United Kingdom’.

### What was happening elsewhere?

With Winston Churchill becoming the first (and, so far, the only) British Prime Minister to celebrate his 80th birthday in office, the Summer School’s session on ‘The Economics Position of the United Kingdom’ must presumably have reflected the beginning of economic recovery after World War II. Fourteen long years of rationing came to an end in July this year, when restrictions on buying meat and bacon were lifted.

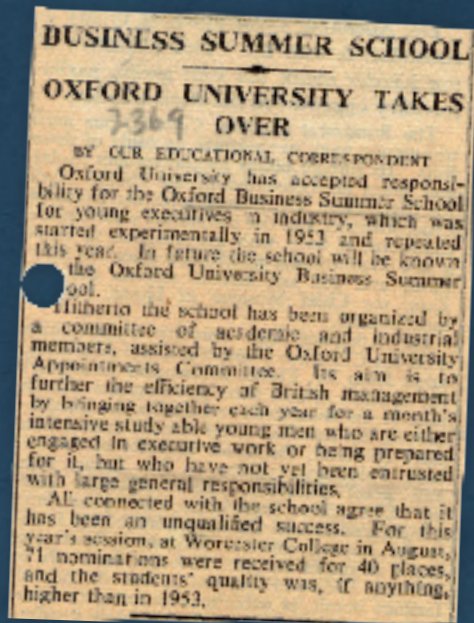
Meanwhile, in Oxford, Roger Bannister became the first person to break the four-minute mile.

### Tutors

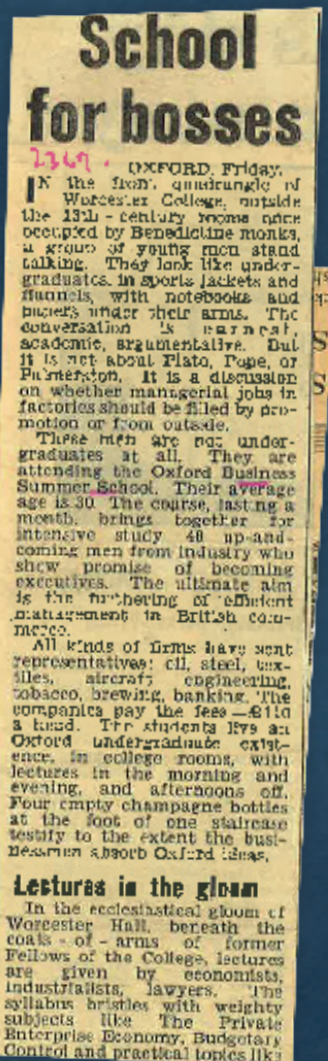
- C. N. Ward-Perkins, Pembroke College
- P. D. Henderson, Lincoln College.
- R. I. Kidwell BCL, Oriel College
- N. H. Leyland, Brasenose College
- G. B. Richardson, St John’s College

### Chair of the Steering Committee

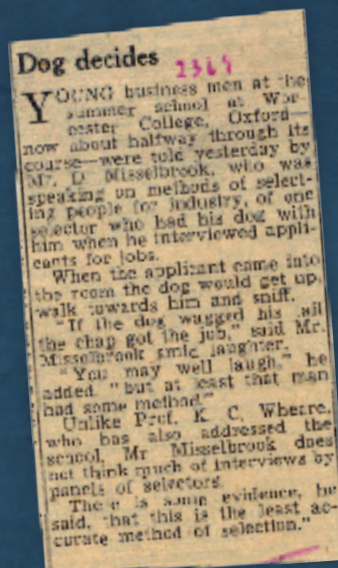
Sir Wilfred Anson, Deputy Chairman, Imperial Tobacco Company Ltd.



The Times, 3 December 1954



Evening Standard, 20th August 1954



Oxford Mail, 20th August 1954

# 1955

## POPULARITY GROWS

The selection process for the 1955 Summer School, held at Pembroke College, reflected the growing popularity of the programme. Course Director C. A. C. de Boinville described in Unilever's in-house magazine how, having received 88 nominations for 40 places, the committee decided to expand the previous year's experiment in interviewing candidates. He wrote: 'Accordingly thirty-six men were interviewed in April, 1955, and although originally it was intended to accept only fifteen of them, so high was their standard that nineteen were accepted and the total number taking the course increased to forty-four. Syndicates were enlarged to eleven men each, just about the maximum number for effective work.'

Only half the 44 participants were graduates, although nineteen graduate nominees had been rejected. De Boinville was satisfied with the diversity of sectors represented, although he felt that the addition of delegates from retail and the motor industry would have been beneficial. He observed that: 'It was particularly interesting to hear the experiences and views of two men from the nationalised industries, who added considerably to the success of the school.'





It was particularly interesting to hear the experiences and views of two men from the nationalised industries, who added considerably to the success of the school

C. A. C. de Boinville, Course Director



John Anthony Swire

#### Sir John Swire

One delegate from 1955 was John Swire who would go on to become Chairman of the Swire Group's company in Hong Kong in 1966 following in the footsteps of his father, a much revered figure in his territory. His education had been at Eton and at University College in the University of Oxford, where he read History. Between 1944 and 1948 he served with the Irish Guards in the United Kingdom, Egypt and Palestine. Following this he 'earned his spurs' so to speak with the company, working with Butterfield and Swire and associated companies in Hong Kong, Japan and Australia.

John Anthony Swire had the best of both worlds and with Oxford and extensive business experience behind him, he assumed the Chairmanship of the Swire Group of Companies from 1966 to 1987 whereupon he became Honorary President of the Group. Through his business acumen, his entrepreneurial skills, and his great knowledge of the business scene in Hong Kong and internationally, the Swire Group went from strength to strength during Mr Swire's chairmanship.

#### What was happening elsewhere?

Sir Anthony Eden's Conservative Party won the General Election in May with a 31-seat majority. The party's manifesto, entitled 'United for Peace and Progress', promised to increase prosperity by developing a property-owning democracy and strengthening personal freedom and national unity. With almost full employment, rising wages, and growing availability of consumer goods, standards of living were rising. However, arguably, the UK's economy was not keeping pace with the rest of Europe, which saw significant government investment in targeted industries.

In September, the UK's first commercial television franchise began broadcasting. The first advertisement shown was for Gibbs SR toothpaste.



# 1956

## THE OXFORD EXPERIENCE

Participation in Higher Education was still low during the 1950s: less than 3.4% of the generation attending the Summer School in 1956 would have gone to university. For many of the young men participating, four weeks in Oxford offered them a taste of a very different life.

As de Boinville wrote: 'They arrived at Pembroke College, most of them unaware of what was in store for them. They were asked to wear dinner jackets for the inaugural dinner on the first night of the course. As they walked across the quadrangles of that beautiful little college, which can house some 120 undergraduates in its rooms and in its dining hall, they must have wondered at the greenness of the grass in the middle of a hot summer, they must have admired the brilliant splash of colour the petunias and geraniums in the window-boxes provided against the light-coloured ivy covering the old walls. Above all they must have asked themselves if such a cloistered existence was worth their own and their companies' time... Gathered together in Pembroke's hall were the chairman of the Steering Committee and many of its members; four heads of Oxford colleges, more colloquially known as Heads of Houses; the Registrar of the university...'

### **What was happening elsewhere?**

The Suez Crisis of 1956 had grave political consequences, confirming Britain's decline as a global power and forcing the resignation of the Prime Minister, Sir Anthony Eden, in the following January. But it was also a financial crisis: not only did the closure of the canal cut off the oil supply to Britain and disrupt international trade, but the value of the pound came under increasing speculative pressure. As a result, the International Monetary Fund (IMF), which had been called upon to help finance the balance of payments imbalances of the other combatants – Egypt, France, and Israel – agreed an unprecedented financial package with the UK to support sterling.

In October, the Queen opened the world's first commercial nuclear power station at Calder Hall in Sellafield, Cumbria. The Government said it was, 'the first station anywhere in the world to produce electricity from atomic energy on a full industrial scale'.



## The Oxford Business Summer School

By C. A. C. DE BOINVILLE

The gulf between university and industry is narrower than it used to be and even such a recently erected bridge as the Oxford Business Summer School has shown itself capable of bearing a considerable weight of two-way traffic. It is now an established link between these two worlds, and in this article the Director of last year's course gives an account of the school's origins and aims and relates the experience of the forty-four young business men who for one month last year were 'up' at Pembroke College.

The year was of greater significance than previous years to the small group of industrialists and academics who had originated this project in 1952 and had seen it mature over two seasons. Some of the industrialists were not Oxford men, but all of them believed in the tremendous influence of that university on contemporary thought. They had seen, in the United States, the very close relationship firmly established between most universities and business; they had realized that the status of industry in this country would have to be raised, not only in public estimation, but perhaps even more important, in the minds of the minority with the ability and the power to form opinion. Could this be achieved only by personal contact between industrialists, at a high level, and university heads of colleges, fellows and tutors? Or was there a more comprehensive method that would combine personal contact, the sharing of experiences in the industrial and academic fields, a mutual attempt to analyse industry's problems, economic and social, and suggest some solutions?

# 1957

**Dates**

13th August – 6<sup>th</sup> September

**Location**

Pembroke College

**Main topics**

The Individual Business

The Legal and Economic Framework

The Role of Management





# 1958

**Dates**

12<sup>th</sup> August – 5<sup>th</sup> September

**Location**

Pembroke College





**Oxford University Business Summer School**

This one-month residential course is designed for men between 27-33 years of age who have been in industry for at least four years and are selected by their firms for their ability and promise. Employers are asked to nominate candidates who are suitable for senior management responsibility and applicants are finally chosen by the staff of the course. Last year 91 applications were received, 35 were interviewed and 44 were finally selected.

This year's course will comprise the following main topics:

1. The efficiency of the firm—this is intended to cover structure and organization, finance, selling, labour relations, training, selection and research.

2. The working and present condition of the economy—this will include economic systems, the legal framework in which industry and commerce are set, economic principles, current economic problems, trade unions, trade associations and monopoly.

3. The requirements of economic progress—this will provide a summing up and an opportunity for writing final reports relating the activities of management to the needs of the economy.

A number of lectures will be given by specialists and industrialists speaking from their own experience in different fields of administration but the main part of the teaching will consist of group discussions and class instruction; there will be a tutor allotted to each group of ten students.

The course this year will be held at Pembroke College from 11th August to 6th September, 1958. The Director

will be Mr. A. J. Nicol, Personnel Director of Joseph Lucas Ltd. and Vice-President of the Institute of Personnel Management. Applications should be submitted not later than 15th March to the Administrator of the summer school, Mr. A. F. D. Peary, M.A., Melton, Botch Hill, Oxford.

Personnel Management, March 1958

## CONNECTING WITH GOVERNMENT

The UK Government still tended towards a hands-off approach with business, expecting the private sector to look after itself. In this context, the Summer School was remarkable in bringing in speakers from across the public sector.

### Speakers

E. M. H. Lloyd, Under-Secretary, Ministry of Food

Sir H. W. Melville, Secretary to the Committee of the Privy Council for Scientific and Industrial Research

Sir Edward Reid, Director, Baring Bros. and Company Ltd.

P. Shelbourne, Barrister-at-law

### What was happening elsewhere?

The US recession of 1958, also known as the 'Eisenhower Recession', caused a sharp worldwide economic downturn with effects that spread from the United States to Canada and Europe. It was the most significant recession to take place during the post-War boom, although it only lasted for eight months. A swift recovery in the UK paved the way for Macmillan's election win the following year.

The plane carrying the Manchester United football team back from a European Cup tie crashed on take-off at Munich Airport in West Germany. 21 of the 44 people on board were killed, including seven Manchester United players.

# 1959

## LETTING OFF STEAM

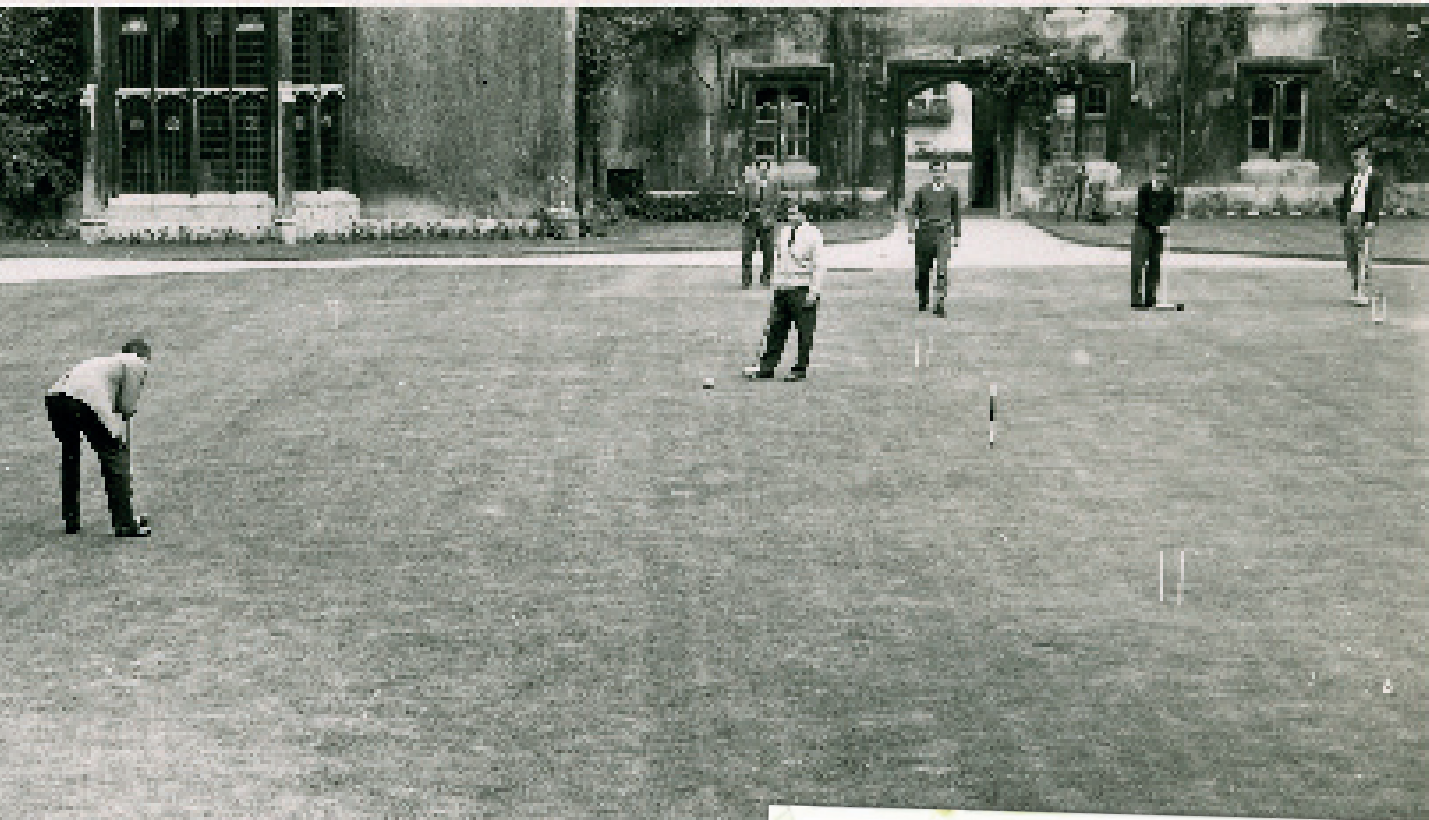
The four-week duration of the Oxford University Business Summer School, gave rise to one of the programme traditions that continues to this day: that is, more or less brutally competitive summer sports, including croquet and cricket. This picture of a croquet match from 1959 is also a perfect illustration of 1950s business casualwear: most men are still wearing ties and sports jackets; a notable exception being the V-necked jumper and cravat on one of the group at the front. Cigarettes were ubiquitous.

### What was happening elsewhere?

The 1959 general election resulted in a record third successive Conservative victory under Harold Macmillan, who ran under the slogan, 'Life's better with the Conservatives, Don't let Labour ruin it'. Among the new Members of Parliament entering the Commons for the first time was Margaret Thatcher, the future Education Secretary and Prime Minister.

The first section of the M1 motorway opened between Watford and Rugby. It was extended over the next few years, southwards to Edgware and northwards to Leeds.





BIRMINGHAM EAST 1541  
TELEX: 55-525

**G.E.C.**  
WITTON  
BIRMINGHAM 6

JJG/P.

13th November, 1959..

Sir Hugh Chance, C.B.E., D.L.,  
Cross Bank,  
Clent, Stourbridge,  
Worcs.

*K/15. Send next year's brochure to house. O. very similar to C. JB*

Dear Sir Hugh,

Thank you for your letter of November 5th.

According to our records we have never submitted candidates for the Oxford Summer Business School, but I think it is highly likely that candidates were submitted by another part of the G.E.C. organisation - probably the Osram Lamp Works - and of course I am not in a position to say what their reactions were because I have nothing to do with them directly.

I think I am right in saying that the Oxford School is very similar to the one at Madingley, Cambridge, which we have supported several times in the past. Since you ask for a candid reply, I am bound to say that if we were to continue this type of training, we should probably go on sending our men to Madingley. We have not sent anyone during the last few years partly because we had no one suitable to send at the time, and partly because of an "economy drive" of the kind with which you will no doubt be familiar, during which we put an embargo on luxuries of this sort. My own view is that these courses are very useful indeed, provided that one chooses the right candidate at the right stage in his experience.

If the Oxford Summer Business School has something which Madingley has not, I should be very interested to know about it, even if it meant transferring my allegiance from light to dark blue - as you appear to have done!

Yours sincerely,

*J. J. Gracie*  
J. J. Gracie. CBE.

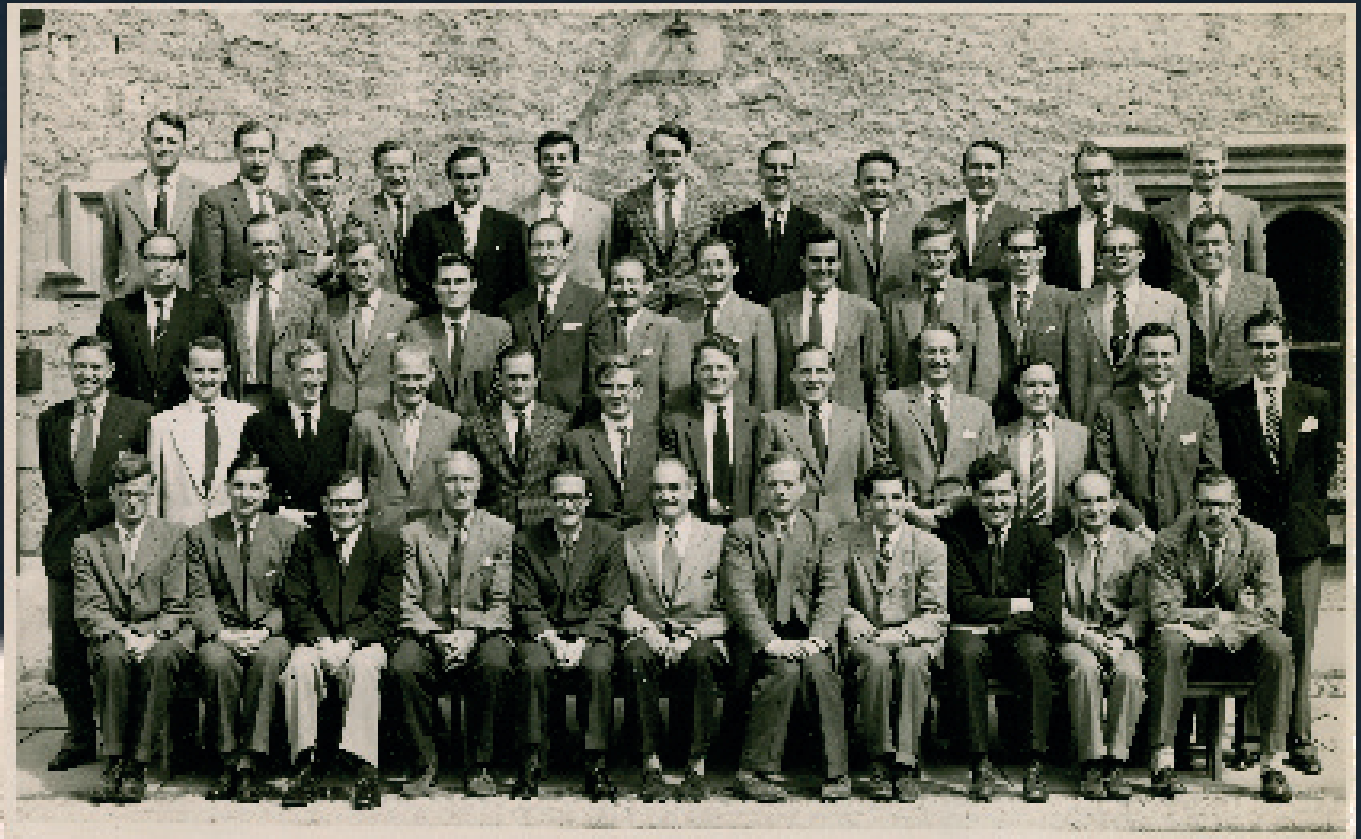
# 1960

**Dates**

5<sup>th</sup> July – 29<sup>th</sup> July

**Location**

Brasenose College



1960





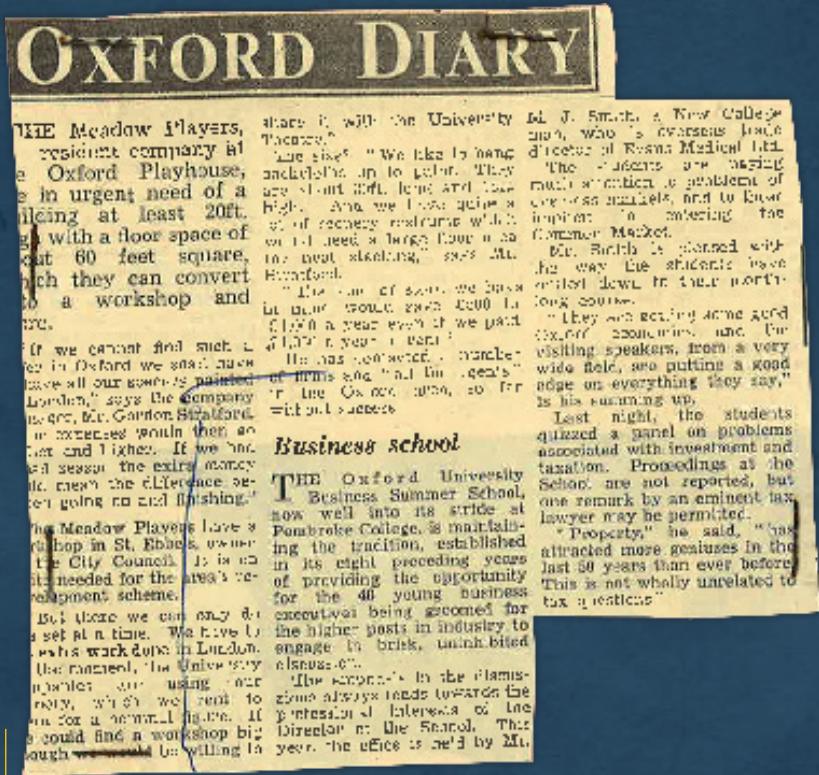
# 1961

## HEARING FROM THE UNIONS

Despite claiming in 1957 that 'most of our people have never had it so good', the beginning of Harold Macmillan's premiership was marked by industrial disputes. By 1961 the economic situation had further deteriorated and there was a need to adopt deflationary measures; at the start of December a seven-month pay freeze was introduced.

The Oxford University Business Summer School demonstrated its usual prescience by inviting Vic Feather (later Baron Feather), Assistant Secretary of the Trades Union Congress, as a speaker. Other speakers represented Simms Motor and Electronics Corporation, Massey-Ferguson Tractors Ltd., IBM, and Shell.





Personnel Management, March 1958

**Course Director**

M. J. Smith, Overseas Trade Director, Evans Medical Ltd.

**Tutors**

- R. M. Hartwell, Nuffield College
- P. D. Henderson, Lincoln College
- N. H. Leyland, Brasenose College
- D. K. Stout, University College
- P. P. Streeton, Balliol College
- C. W. McMahon, Magdalen College

**Speakers**

- J. Ayres, Managing Director, Simms Motor and Electronics Corporation
- S. V. Bishop, Chief Accountant, Massey-Ferguson Tractors Ltd.
- V. Feather, Assistant Secretary, Trades Union Congress
- J. Gellay, IBM Ltd
- A. R. G Raeburn, Deputy Treasurer, Shell

**What was happening elsewhere?**

In mid-July, the Government decided to apply for full membership of the European Economic Community (EEC), the successor of the European Coal and Steel Community. This implied an intent to join a supranational structure and a customs union – a break with established post-war policy. Britain's membership was vetoed by French President Charles de Gaulle, who feared a weakening of the French voice and an increase in US influence in Europe.

In February, a five-man band known as The Beatles, just returned from Hamburg, performed a lunchtime gig at The Cavern Club in Liverpool, leading to regular performances from March onwards.



# 1962

**Dates**

3<sup>rd</sup> July – 27<sup>th</sup> July

**Location**

Brasenose College

## FROM THE EFFICIENCY OF THE FIRM TO THE RESPONSIBILITIES OF THE MANAGER

A 'Conspectus of Management Courses' published in this year indicates the breadth of learning then covered by the Summer School. 'Subjects for study' included:

'The Efficiency of the Firm: the structure and organisation of firms, finance and accounting, sales policy, labour relations and wage policy, investment decisions and export policy.'

'The Working and state of the British economy: instruction is given in the basic methods of economic analysis which are applied to such topics as restrictive practices and competition, trade unions and wages, exports and the balance of payments, problems of full employment and growth and inflation.'

'The Responsibilities of the Manager: discussions on responsibilities of management to shareholders, consumers, employees and the Government; the legal framework within which business operates.'

**Course Director**

J. Raper Bingham, Managing Director, Joy-Sullivan Ltd.

**Tutors**

L. E. Baragwanath, St Catherine's College

J. G. Corina, Nuffield College

P. D. Henderson, Lincoln College

C. W. McMahon, Magdalen College

D. L. Munby, Nuffield College

**Speakers**

Sir Wilfrid Anson, Director, Imperial Tobacco Co.

R. Appleby, Managing Director, Black & Decker Ltd.

D. R. Serpell, Deputy Secretary, Ministry of Transport

F. B. Harrison, Principal, Board of Inland Revenue

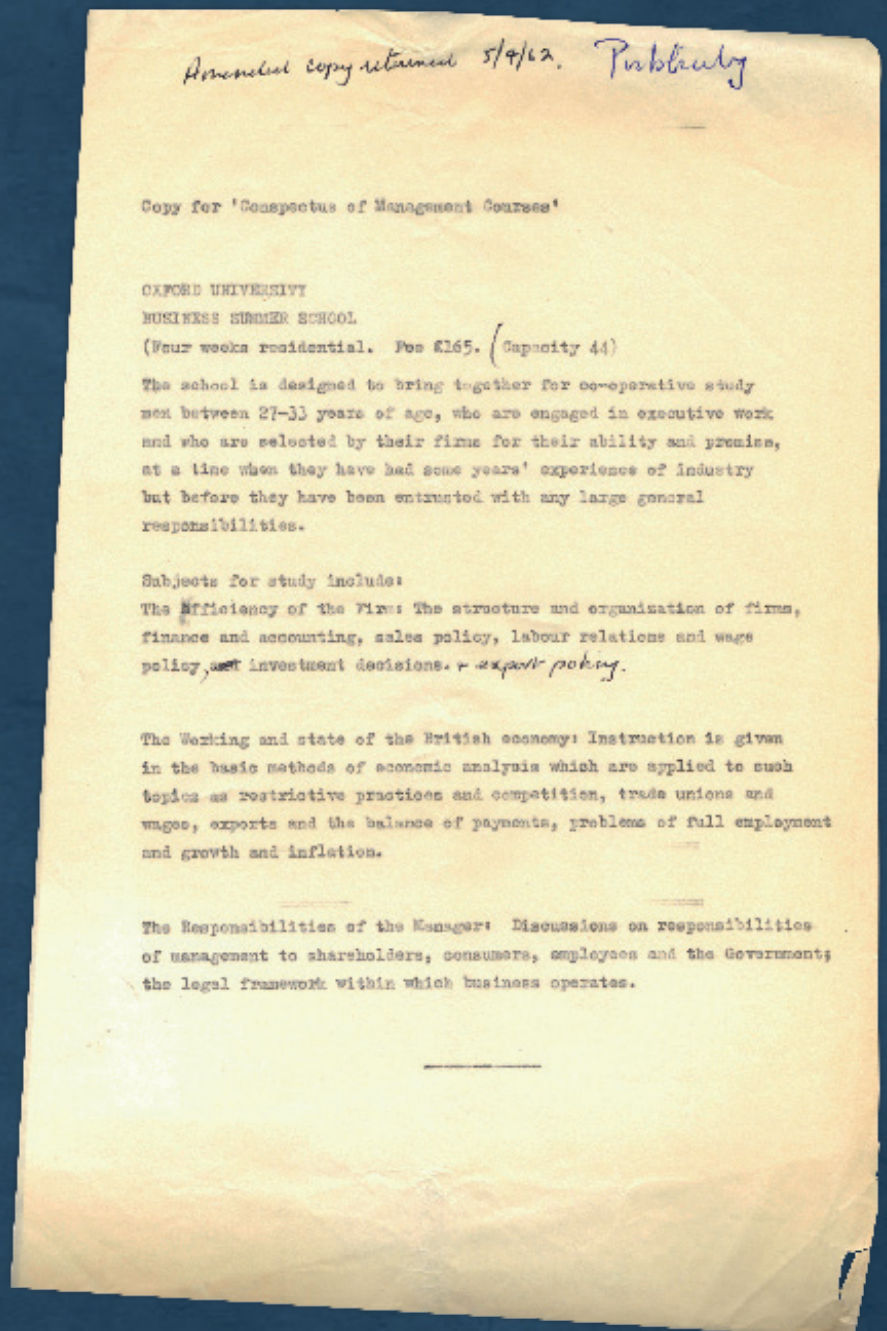


**What was happening elsewhere?**

In October, US spy planes located Soviet missiles on the island of Cuba, prompting nearly two weeks of intense negotiations between the American President John F. Kennedy and the Soviet Premier Nikita Khrushchev. Had nuclear war taken place, Britain would have been a launch pad for American Thor Missiles, making Britain an immediate target. Some people kept their children away from school in case a nuclear attack occurred.

October also saw the premiere of *Dr No*, the first James Bond film, starring a little-known 32-year-old Scottish actor named Sean Connery.

The Efficiency of the Firm: the structure and organisation of firms, finance and accounting, sales policy, labour relations and wage policy, investment decisions and export policy



Conspectus of Management Course, 5<sup>th</sup> April 1962

# 1963

**Dates**

29<sup>th</sup> June – 25<sup>th</sup> July

**Location**

Pembroke College

## 'ALWAYS IN TOUCH WITH THE NEEDS OF INDUSTRY AND BUSINESS'

A letter from a member of the Oxford University Appointments Committee, detailing companies that have agreed to send delegates and asking for further nominations, shows that the Committee was still closely involved in running the programme.

However, they clearly aimed to be responsive to the world outside the university. A programme report says: 'It is through the director, newly appointed each year, that the Committee ensures that the School is always in touch with the needs of industry and business'. And they used innovative teaching methods such as the 'Management Game': 'Although a game, it is close enough to reality to give some experience of making top management decisions on the allocation of funds, and in the formulation of a strategy of competitive marketing'.

**Chair of the Steering Committee**

C. A. C. de Boinville, Chairman, British Oil & Cake Mills

**Speakers**

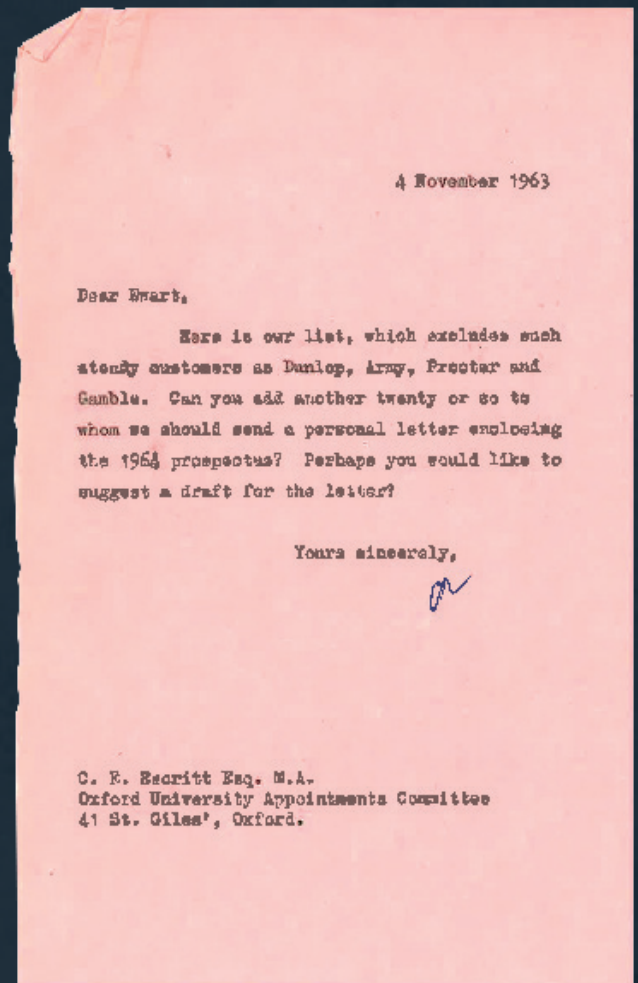
The Lord Aldington of Bispham

R. De la Cave, Banque de Bruxelles

J. C. R. Dow, Senior Economic Adviser to the Treasury

Sir James Dunnnett, Permanent Secretary, Ministry of Labour

G. H. Ross Goobey, Director, Imperial Tobacco Co Ltd



Letter from C.E. Escritt to Ewart, 4<sup>th</sup> November 1963





He is responsible for working out the content of the course with the tutorial staff (all of whom are present or past teaching members of Oxford University) and for the general running of the School. He is in residence throughout the course. He is the important link between the University and business worlds. It is through the Director, newly appointed each year, that the committee ensures that the School is always in touch with the needs of industry and business.

COURSE OF STUDY

There are three main fields of study:-

1. The efficiency of the firm

This covers subjects some of which are either in the experience of members or are likely to be when they are practised. Subjects will include the organisation of firms, finance and accounting, sales policy, labour relations and wage policy, and Government legislation.

2. The working and state of the British economy

Instruction is given in the basic methods of economic analysis. These methods are applied to such topics as restrictive practices and competition, trade unions and wages, exports and the balance of payments, the problem of full employment and inflation, the trade and the Common Market.

3. The responsibilities of the Manager

Members discuss the responsibilities of management to shareholders, consumers, employees and the Government. The "real" framework within which business operates is also discussed.

One feature of the course is the Management Game. Although a 'game', it is close enough to reality to give some experience in making top management decisions on the allocation of funds, and in the formulation of a strategy of competitive marketing.

**What was happening elsewhere?**

The assassination of US President John F. Kennedy in November shocked the world and ended an era in American history. Three months previously, over 200,000 people had participated in the largest ever non-violent demonstration to support the passage of civil rights legislation, culminating in Dr Martin Luther King's 'I have a dream' speech.

In the UK, 1963 was the year of the Profumo Affair and the Great Train Robbery. More quietly, but perhaps with greater long-term impact, the Robbins Report recommended the immediate expansion of universities, saying that university places 'should be available to all who were qualified for them by ability and attainment'.

# 1964

**Dates**

29<sup>th</sup> June – 25<sup>th</sup> July

**Location**

Pembroke College

## ‘WE’RE GETTING THERE’: IMPACT ON ALUMNI CAREERS

Summer School records for 1964 show that C.A.C. de Boinville, who had acted as Course Director nearly ten years before while working for Unilever, had become Chairman of British Oil and Cake Mills as well as Chair of the Summer School Steering Committee.

The Course Director in 1964 was Sir Peter Parker, who was appointed Chairman of British Rail in 1976 by the then Labour Government, and continued to serve during the premiership of Margaret Thatcher.

He guided the organisation through difficult times to the beginnings of the resurgence of train travel in the UK. He was knighted in 1978, though arguably an even greater honour was having an engine named after him as part of the celebrations of the 150th anniversary of the opening of the Cotswold Line between Oxford and Worcester.

**Course Director**

Peter Parker, Managing Director, Bookers Engineering and Industrial Holdings Ltd.

**Tutors**

L. E. Baragwanath, St Catherine’s College

J. G. Corina, Nuffield College

C. D. Foster, Jesus College

J. S. Flemming, Oriel College

W. G. McClelland, Balliol College and Managing Director of Laws Stores Ltd.

**Chair of the Steering Committee**

C. A. C. de Boinville, Chairman, British Oil & Cake Mills Ltd.

**Speakers**

Lord Aldington, Vice-Chairman, General Electric Company Ltd.

L. T. Blakeman, Labour Relations Manager, Ford

John Bloom, Managing Director, Rolls Razor Ltd.

Sir James Dunnnett, Permanent Secretary,  
Ministry of Labour

O. B. Miller, Chairman, The John Lewis Partnership





Dear Browning,

We have run into some trouble. The Business Summer School, always rather academic, has become much more so this year, both in content and in method. For the first time we have asked the Course members to write essays (in addition to normal syndicate papers) and, under the pressure to find as much source material as possible, some of them have ventured into your library. We apologise for this; they were never given to understand that this was allowable.

At the same time we are now wondering whether it would be possible to satisfy what is a real need by asking if members could please use the library as a place for quiet reading and writing. This is a small course, selected by personal interview, and of high intellectual calibre. We could vouch for their responsibility.

Yours sincerely,

L. E. Baragwanath

Letter from L. E. Baragwanath to Browning, 1963



Sir Peter Parker

### What was happening elsewhere?

In the October General Election, the Labour Party defeated the Conservatives, putting Harold Wilson into Number 10 Downing Street and ending 13 years of Conservative Government. Among the retiring MPs was the former Prime Minister Sir Winston Churchill, who had been an MP for 63 of the previous 65 years.

By December a threatened strike by power unions had been called off and the Government, Trades Union Congress and employers produced a joint Statement of Intent on Productivity, Prices and Incomes.

Earlier in the year, the British and French governments agreed a deal for the construction of a Channel Tunnel. The twin-tunneled rail link was expected to take five years to build.

# 1965

**Dates**

29<sup>th</sup> June – 23<sup>th</sup> July

**Location**

Brasenose College

**Course fee**

£185

## MEDIA CONNECTIONS REFLECT GROWING INFLUENCE

The *Financial Times* applauded the appointment of J. E. Nash as Course Director, crowing that he would bring a much-needed perspective from the world of finance and merchant banking to a programme that had previously been dominated by industry.

Certainly, as the FT predicted, he attracted an impressive line-up of evening speakers, including William Rees-Mogg, then Deputy Editor of *The Sunday Times*. Two years later Rees-Mogg became Editor of *The Times*, a position he held until 1981.

**Course Director**

J. E. Nash, Director, Samuel Montagu & Co. Ltd.

**Tutors**

J. S. Flemming, Nuffield College

D. Robinson, Balliol College and Oxford University Institute of Economics and Statistics

R. J. Van Noorden, Hertford College

W. G. McClelland, Balliol College and Managing Director of Laws Stores Ltd.

M. S. Feldstein, Nuffield College

**Chair of the Steering Committee**

C. A. C. de Boinville, Chairman, British Oil & Cake Mills Ltd.

**Speakers**

Dr Mark Abrams, Research Director, London Press Exchange Ltd.

G. M. Ross-Goobey, Director, Imperial Tobacco Co.

W. Rees-Mogg, Deputy Editor, Sunday Times

Sir Peter Runge, Vice-Chairman, Tate & Lyle Ltd.

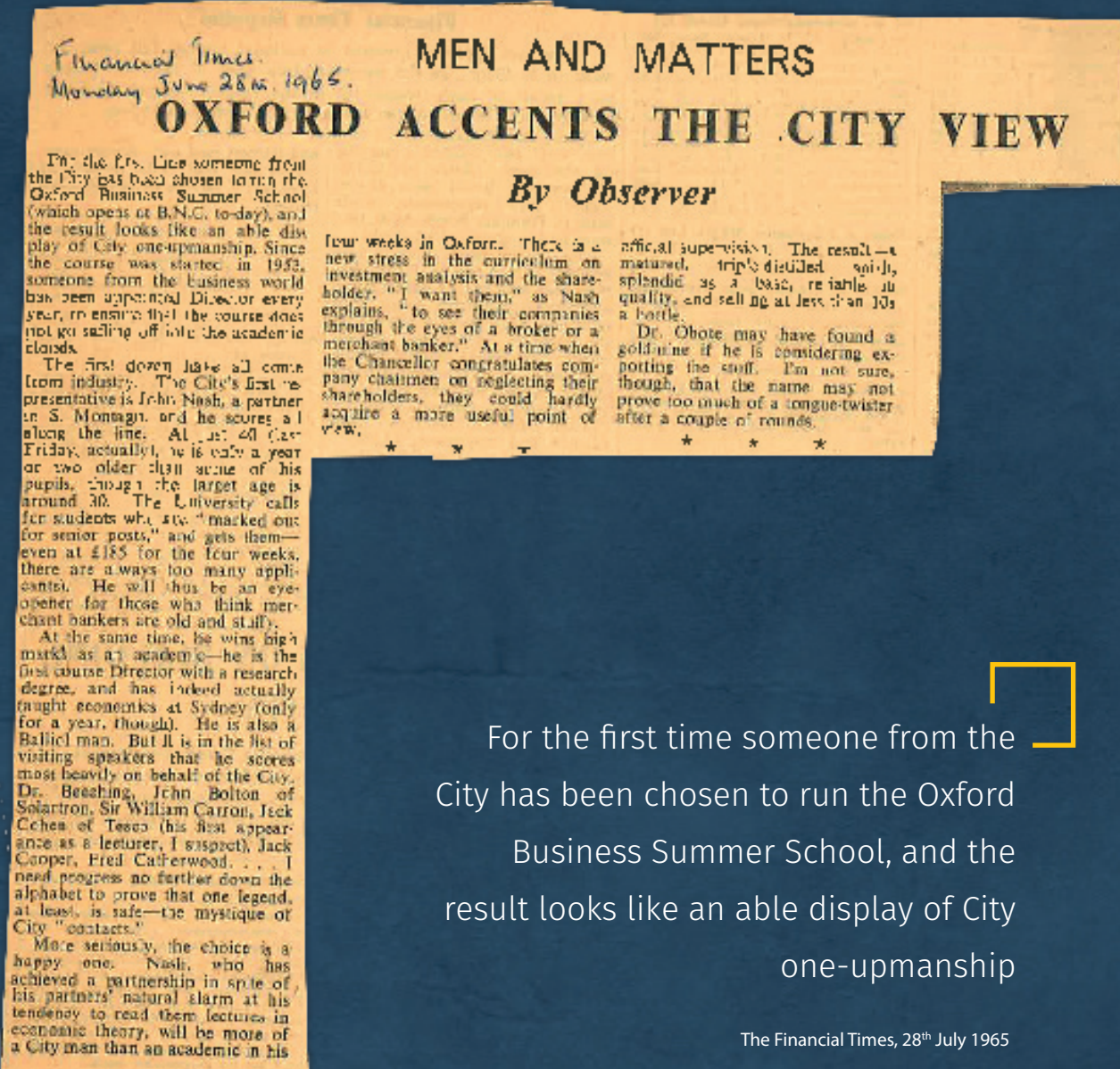
Marcus J. Sieff, Managing Director, Marks & Spencer Ltd.

1965



**What was happening elsewhere?**

Mary Quant launched the mini-skirt from her shop Bazaar in the King's Road, London. The business world, meanwhile, saw the creation of the Federation of British Industry and the Queen's Award for Industry, rewarding export and technological advancement. Corporation Tax, too, was introduced, replacing the income tax for corporations.



For the first time someone from the City has been chosen to run the Oxford Business Summer School, and the result looks like an able display of City one-upmanship

The Financial Times, 28<sup>th</sup> July 1965

Financial Times, 28<sup>th</sup> June 1965

# 1966

**Dates**

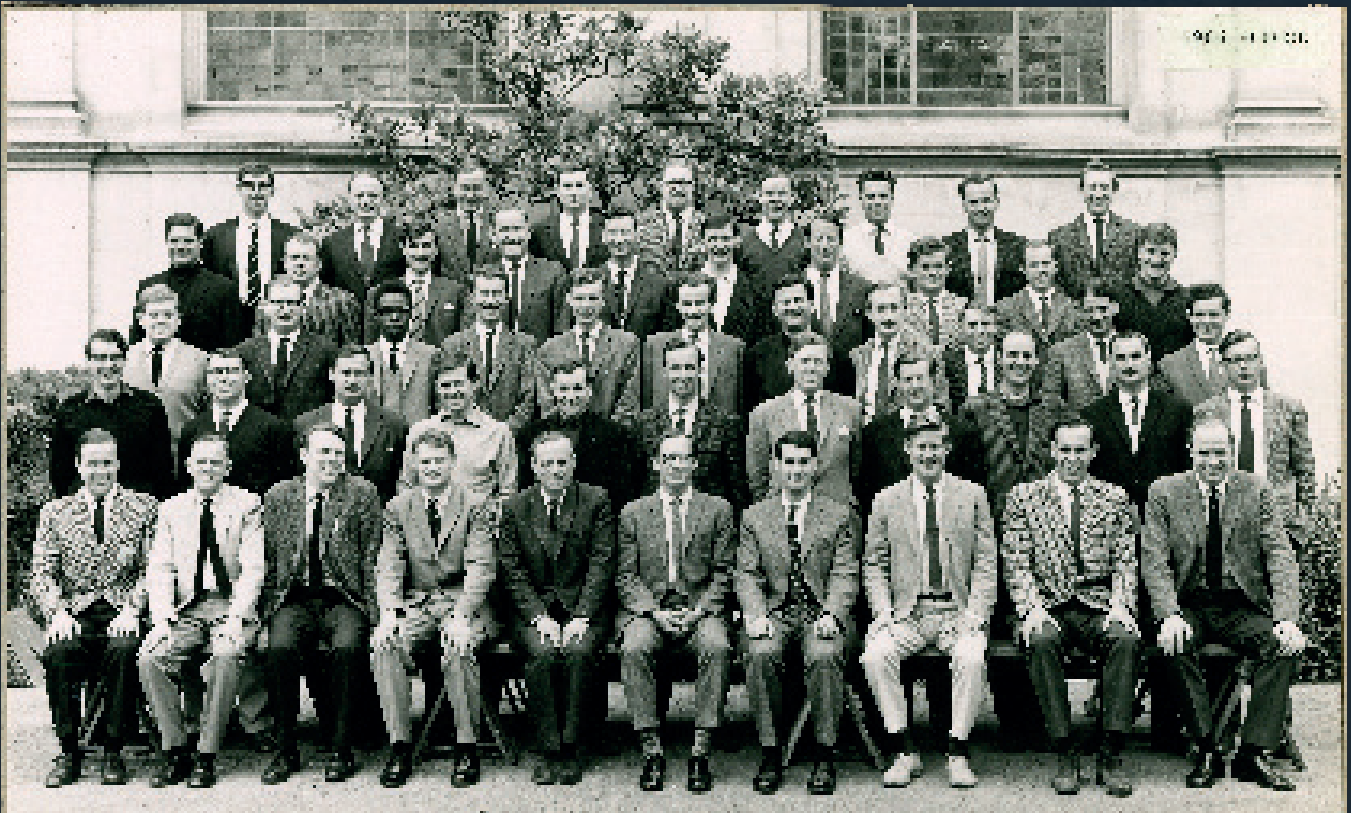
27<sup>th</sup> June – 22<sup>th</sup> July

**Location**

Trinity College

**Course fee**

£185





# SUMMER SCHOOL WELCOMES ITS FIRST FEMALE SPEAKER

The programme was held at Trinity College between 27<sup>th</sup> June and 22<sup>nd</sup> July – thankfully not intruding on participants' ability to watch the World Cup Final on 30<sup>th</sup> July. It featured its first recorded female speaker – Miss E. M. Batten, Principal of William Temple College, Rugby.

One of the participants was Richard Greenbury, who had joined the retailer Marks and Spencer as a management trainee while still a teenager. The promise that saw him nominated to join the Oxford programme was further recognised only six years later, when he was made the youngest director in the company's history. At the age of 41 he was made managing director, and chief executive in 1988. In 1991 he was promoted again, becoming chairman. During his tenure the company continued to grow strongly until it reached its peak in 1997 and 1998, when it was the second most profitable retailer in the world after Wal-Mart, and the ninth largest company in Britain.

## Course Director

M. A. Anson, Personnel Director, W. D. & H. O. Wills

## Tutors

R. J. Van Noorden, Hertford College

D. Robinson, Balliol College and Oxford University Institute of Economics and Statistics

N. H. Leyland, Director, Oxford Centre for Management Studies Ltd.

J. G. Corina, St Peter's College

J. S. Flemming, Nuffield College

## Chair of the Steering Committee

B. R. Goodfellow, Director, Ultramar Co. Ltd.

## Speakers

Miss E. M. Batten, Principle of William Temple College, Rugby  
Les Cannon, General President of the Electrical Trades Union

J. E. Cohen, Chairman, Tesco Stores Ltd.

S. de Ferranti, Chairman and Managing Director, Ferranti Ltd.

Fred Jones, Senior Economic Adviser in the Department of Economic Affairs



Sir Richard Greenbury

## Sir Richard Greenbury

Sir Richard Greenbury was an alumnus from 1966. Greenbury was born in Carlisle and educated at Ealing County Grammar School in London. The young Richard Greenbury claimed to be the 'the most caned boy in school', an achievement he admitted that taught him 'the importance of discipline'.

## What was happening elsewhere?

1966 was the year of 'swinging London', a landslide Labour victory in a snap General Election, and, of course, victory for England in the FIFA World Cup. The Chancellor of the Exchequer announced the decision to decimalise the pound – which would be enacted in 1971. And Barclays introduced The Barclaycard, Britain's first credit card.



# 1967

**Dates**

3<sup>rd</sup> July – 29<sup>th</sup> July

**Location**

St Catherine's College

**Course fee**

£200

## MOVING WITH THE TIMES

The programme's group photograph for this year shows a departure from the traditional ancient and ivy-clad walls. It was taken against the modernist backdrop of St Catherine's College, which had opened only five years previously, in 1962. One of the external speakers was D. J. Liston from the even younger Manchester Business School.



1967





Michael Heron

## The UK entered the first round of formal negotiations to join the European Economic Community

### **Michael Heron**

A noted alumnus from 1967 was Michael Heron, later at the helm of the Post Office during four of the service's most turbulent years. Michael Heseltine, then president of the Board of Trade, offered him the role of Chairman in 1993, having identified him as the man to lead the Post Office through an historic part-privatisation. Despite his 37 years as a high-flying executive at Unilever, Heron was believed to have the working class credentials (his father had sorted post on night trains) to win over many of the service's 200,000 staff and mollify hostile unions.

### **Course Director**

R. O'Brien, Industrial Adviser, Department of Economic Affairs

### **Tutors**

- L. E. Baragwanath, St Catherine's College
- D. Robinson, Oxford University Institute of Economics and Statistics and tutor at Balliol College
- D. K. Stout, University College
- R. J. Van Noorden, Hertford College
- G. J. Wasserman, New College

### **Chair of the Steering Committee**

B. R. Goodfellow, Director, Ultramar Co. Ltd.

### **Speakers**

- D. J. Liston, Assistant Director, Manchester Business School
- M. G. Moss, Advertising and Marketing Development Director of Bird's Eye Foods
- J. E. Nash, Director, Samuel Montagu & Co. Ltd.

### **What was happening elsewhere?**

In January, the UK entered the first round of formal negotiations to join the European Economic Community (EEC), with support from Italy and, in February, the Dutch government. The official application was made with the Republic of Ireland in May. However, this application was once again vetoed by Charles de Gaulle.

Prime Minister Harold Wilson announced his decision to devalue the pound, claiming that it would tackle 'the root cause' of Britain's economic problems. In a television and radio broadcast he said that devaluation would enable Britain to 'break out from the straitjacket' of boom and bust economics: 'It does not mean that the pound here in Britain, in your pocket or purse or in your bank, has been devalued'.



# 1968

**Dates**

8<sup>th</sup> July – 2<sup>nd</sup> August

**Location**

Trinity College

## A CORPORATE GOVERNANCE PIONEER SPEAKS

Apart from one instance of facial hair in the back row, participants in the 1968 Summer School, held at Trinity College, do not much reflect the social changes that were going on around them. Business at the time was still a male-dominated and short-haired affair.

However, as always, the academic programme introduced some interesting perspectives. Sir Adrian Cadbury, one of the external speakers, was Chairman of Cadbury for 24 years, and also a British Olympic rower. Cadbury was a pioneer in raising the awareness and stimulating

the debate on corporate governance and, via the Cadbury committee set up by the London Stock Exchange, produced the 1992 Cadbury Report, a code of best practice which served as a basis for reform of corporate governance around the world.



1968





# 1969

**Dates**

7<sup>th</sup> July – 31<sup>st</sup> July

**Location**

Brasenose College

**Course fee**

£200





# 1970

**Dates**

6<sup>th</sup> July – 31<sup>st</sup> July

**Location**

Pembroke College

**Course fee**

£250

## SIGN OF THE TIMES

For the first time there is evidence of women participating in the programme, sitting in the front row for the group photograph at Pembroke College. In addition, Elizabeth Ackroyd, Director of the Consumer Council, was one of the evening speakers.

The week kicked off with syndicate groups at 17.00 and 'sherry' at 18.30. John Collier, Chairman of Nuclear Electric, was a participant. He reported: 'I can safely say that this was by far the best course I have ever experienced; the best in every respect, in terms of quality, fun and the benefit it gave me.'

**Course Director**

Roger Baldwin, Director, Newman Industries Ltd

**Chair of the Steering Committee**

B. R. Goodfellow, Director, Ultramar Co. Ltd.

**Tutors**

D. Robinson, Magdalen College

C. J. Allsopp, New College

J. Hardie, Keble College

R. G. Smethurst, Worcester College

G. J. Wasserman, New College and Economic Adviser to the Home Office

**Speakers**

Elizabeth Ackroyd, Director of the Consumer Council

Rt. Hon. Rober Carr MP, Opposition Front Bench Spokesman on Employment and Productivity

Rt. Hon Douglas Jay MP, Labour MP for Battersea North

Sir Donald MacDougall, Head of Government Economic Service and Chief Economic Adviser to HM Treasury

Sir Gerald Nabarro MP, Conservative MP for South Worcestershire

R N Wadsworth, Director, Cadbury Schweppes Ltd

Alan John Williams MP, Joint Parliamentary Secretary



“

I can safely say that this was by far the best course I have ever experienced; the best in every respect, in terms of quality, fun and the benefit it gave me

John Collier, Chairman of Nuclear Electric



**What was happening elsewhere?**

The Equal Pay Act 1970, which prohibited any less favourable treatment between men and women in terms of pay and conditions of employment, was given Royal Assent, though it would not come into force until 1975.

To the surprise of pollsters, June's General Election resulted in a Conservative victory with Edward Heath becoming Prime Minister. Among the new Members of Parliament were future party leaders Neil Kinnock and John Smith for Labour, and Kenneth Clarke, Kenneth Baker, Norman Fowler and Geoffrey Howe for the Conservatives. The new Government created the Department of Trade and Industry and the Department of the Environment before the end of the year.

# 1971

**Dates**

5<sup>th</sup> July – 30<sup>th</sup> July

**Location**

Pembroke College

**Course fee**

£350



Sir Henry Johnson

## PART OF A NATIONAL TRAINING EFFORT

A phrase buried in the prospectus for 1971 is a reminder of how far-sighted the creation of the Summer School actually was. 'It will normally be possible for the firm to recover part of the fee and of the man's salary from the appropriate Industrial Training Board.'

The Industrial Training Boards were created in 1964 (a full 12 years after OUBSS was conceived) in order to make better provision for training in industry and commerce. The training boards were funded through a levy on employers in the relevant industry.

Sir Henry Johnson, Chairman of British Rail, was a speaker this year. Johnson astutely began the sale and development of surplus railway land and established the British Rail Property Board in 1970.

**Course Director**

Derrick Hanson, Director and General Manager, Barclays

**Tutors**

R. G. Smethurst, Worcester College  
C. J. Allsopp, New College  
A. W. M. Graham, Balliol College  
J. Hardie, Keble College  
D. Morris, Oriel College

**Chair of the Steering Committee**

M. J. Smith, Managing Director, Allen and Hanburys Ltd

**Speakers**

Rt. Hon Edward Du Cann MP  
Sir Henry Johnson, Chairman, British Railways Board  
Dr Gavin McCrone, Senior Economic Adviser to the Secretary of State for Scotland  
Sir Donald MacDougall, Head of Government Economic Service and Chief Economic Adviser to HM Treasury  
G. J. Wasserman, Economic Adviser to the Home Office  
D. E. Wilde, Senior General Manager, Barclays

15<sup>th</sup> February 1971 was Decimal Day,  
on which the UK and Northern Ireland  
switched to a decimal currency

**What was happening elsewhere?**

15<sup>th</sup> February 1971 was Decimal Day, on which the UK and Northern Ireland ditched £sd (pounds, shillings, and pence) and switched to a decimal currency.

Britain began new negotiations for EEC membership in Luxembourg. Terms were agreed and it was hoped that the nation would join the EEC in the following year.

Meanwhile, Education Secretary Margaret Thatcher pushed through her proposals to end free school milk for children aged over seven years, earning her the soubriquet 'Milk Snatcher'.



# 1972

**Dates**

3<sup>rd</sup> July – 28<sup>th</sup> July

**Location**

Brasenose College



Unemployment in the UK exceeded the 1,000,000 mark for the first time since the 1930s



Lord Byers

## EMBEDDED IN OXFORD

A list of Steering Committee members in the early 1970s shows the continued membership of the Secretary of the Oxford University Appointments Committee, but also the presence of R. I. Tricker, Director of the seven-year-old Oxford Centre for Management Studies, already housed in what is now Egrove Park. It was, however, clear from the outset that the Summer School would remain independent from the Oxford Centre for Management Studies, ensuring that economic teaching remained the underpinning foundation of the programme.

Lord Byers, Leader of the Liberal Peers, was a speaker in 1972. A politician and businessman with a distinguished military record during World War II, he may be interesting to readers in 2022 as the grandfather of current Shadow Secretary of State for Levelling Up, Housing and Communities Lisa Nandy.

### Speakers

Lord Byers, Leader of the Liberal Peers

The Rt. Hon. Hugh Fraser MP

L. R. Pincott, Managing Director, Esso

Dick Taverne, Labour MP

### What was happening elsewhere?

Unemployment in the UK exceeded the 1,000,000 mark for the first time since the 1930s, and the Government brought in temporary measures to freeze pay and prices in an attempt to halt spiralling inflation. These controls were introduced after talks between the government, the Trades Unions Council and the Confederation of British Industry failed to produce an anti-inflationary deal.

In another temporary measure (though this one became permanent) the Chancellor of the Exchequer Anthony Barber announced that sterling would move to a floating exchange rate.

On 'Bloody Sunday' in Northern Ireland fourteen Catholics were killed when troops opened fire on unarmed demonstrators in Derry.

# 1973

**Dates**

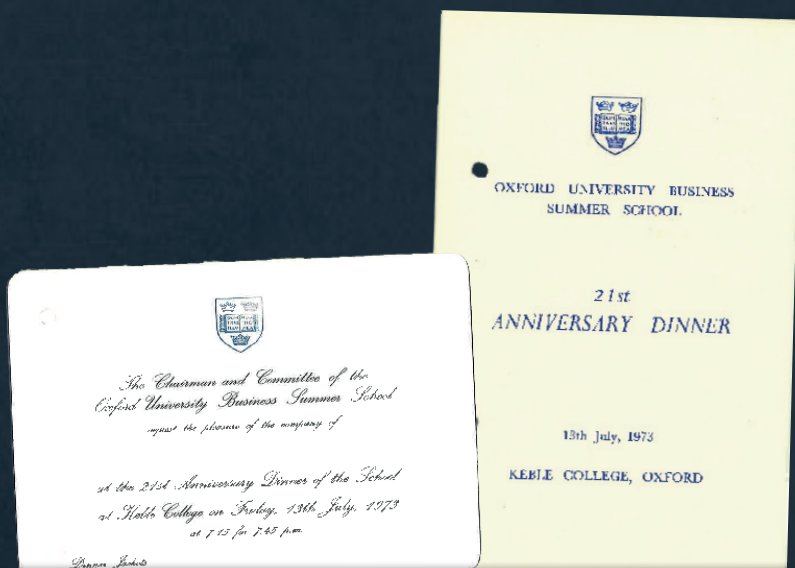
2<sup>nd</sup> July – 27<sup>th</sup> July

**Location**

Pembroke College

**Course fee**

£375



# THE SUMMER SCHOOL COMES OF AGE

The twenty-first anniversary of the Summer School was celebrated with a gala dinner at Keble College. To judge by the letter of thanks sent to the Keble Bursar by the School's administrator it was a great success, though we can only speculate as to the nature of the 'disaster' that befell the public address system.

A notable speaker in 1973 was Sir Frank Figgures, then Chairman of the Pay Board but previously the first secretary-general of the European Free Trade Association, a position he held from 1960 to 1965. Before that, from 1948 to 1951 he served as Director of Trade and Finance for the Organisation for Economic Co-operation and Development.

## Course Director

I. P. Bruce, Interfunctional Personnel Adviser, Shell Ltd.

## Chair of the Steering Committee

M. J. Smith, Managing Director, Allen & Hanbury's Ltd.

## Tutors

R. G. Smethurst, Worcester College

C. J. Allsopp, New College

A. W. M. Graham, Balliol College

P. J. N. Sinclair, Brasenose College

D. Morris, Oriel College

## Speakers

G. Bell, Assistant Director, J. Henry Schroder Wagg & Co. Special Columnist for The Times

Sir Frank Figgures, Chairman, Pay Board

Dr. R. G. L. McCrone, Under-Secretary for Regional Development and Chief Economic Advisor

C. W. McMahon, Executive Director, Bank of England

W. P. Shovelton, Deputy Secretary, Department of Trade and Industry

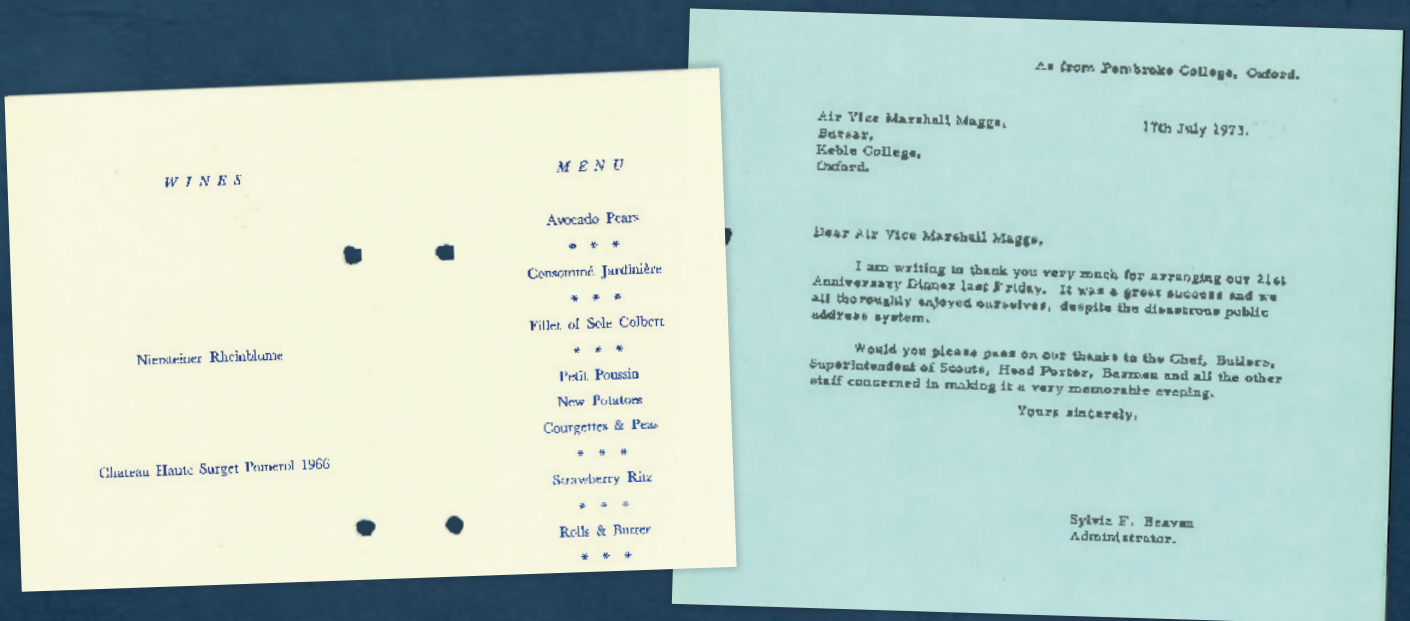
D. W. G. Wass, Deputy Secretary, H.M. Treasury in National Economy Group

## What was happening elsewhere?

On 1<sup>st</sup> January the UK finally entered the European Economic Community, along with the Republic of Ireland, and Denmark.

However, it did little to help an overheating economy, which the Conservative Government attempted to control with a Price and Pay Code, which included limiting pay rises to 7%, restricting price rises, and paying a £10 Christmas bonus to pensioners – a move which would cost around £80,000,000 funded by a 9p rise in National Insurance contributions.

Economic problems were aggravated by the start of an oil crisis in October, when members of the oil cartel OPEC proclaimed an oil embargo towards nations, including the UK, that had supported Israel during the short-lived Yom Kippur War. By Christmas, Britain was preparing for a three-day week.



# 1974

**Dates**

1<sup>st</sup> July – 26<sup>th</sup> July

**Location**

Pembroke College

**Course fee**

£420

## A DATE WITH HISTORY

Still held at Pembroke College, the Summer School was able to continue its programme of high-quality speakers, including two front-bench MPs: William Whitelaw, the Opposition Spokesman on Employment, and Shirley Williams, Secretary of State for Prices and Consumer Protection.

Shirley Williams, later Lady Williams of Crosby, was one of the most influential figures in British social democracy. A Labour cabinet minister when she spoke at the Oxford Summer School, she was

one of the 'gang of four' who founded the Social Democratic party, of which she then became president. She later served as leader of the Liberal Democrats in the House of Lords and, from 2007 to 2010, as Adviser on Nuclear Proliferation to Prime Minister Gordon Brown. She remained an active member of the House of Lords until announcing her retirement in January 2016, and was a Professor Emerita of Electoral Politics at Harvard Kennedy School at the time of her death at age 90.



1974







Shirley Williams

Lady Williams of Crosby was one of the most influential figures in British social democracy

#### Speakers

Sir Douglas Allen, Head of the Home Civil Service and Permanent Secretary to the Civil Services Department

Frank Cassell, Senior Economic Adviser HM Treasury

Sir Donald MacDougall, Chief Economic Adviser, Confederation of British Industry

Douglas Wass, Permanent Secretary of The Treasury

The Rt. Hon. William Whitelaw, Opposition Front Bench Spokesman on Employment

The Rt. Hon. Shirley Williams, Secretary of State for Prices and Consumer Protection

#### Course Director

A. S. Ashton

#### Chair of the Steering Committee

M. J. Smith, Managing Director, Allen & Hanbury's Ltd.

#### Tutors

D. J. Morris, Oriel College

A. W. M. Graham, Balliol College

H. G. Jones, Linacre College

R. G. Opie, New College

P. J. N. Sinclair, Brasenose College

#### What was happening elsewhere?

1974 was a tumultuous year in the UK, starting with the three-day week, a measure to conserve electricity introduced by Edward Heath's Conservative government. Factories and businesses were limited to just three days of electricity, while shops – with the exception of those considered essential – were limited to either mornings or afternoons. A General Election in February resulted in a hung Parliament, in which Heath was unable to agree to a coalition with the Liberals, paving the way for Harold Wilson to return to 10 Downing Street. Wilson called a second election for October in order to consolidate a working majority in the House of Commons – which he did, just. All this was going on against the background of a bombing campaign on the mainland by the Provisional IRA.

On a lighter note, the 19th Eurovision Song Contest was held at the Dome in Brighton, won by ABBA with 'Waterloo'.

# 1975

**Dates**

30<sup>th</sup> June – 25<sup>th</sup> July

**Location**

Pembroke College

**Course fee**

£535





The UK went to the ballot boxes in a referendum to gauge support for the country’s continued membership of the European Communities

# FUTURE POLITICAL GREATS RETURN

Both Shirley Williams and William Whitelaw returned to speak at the Summer School this year.

William Whitelaw served as deputy party leader to Prime Minister Margaret Thatcher throughout her leadership of the Conservative Party. He was de facto Deputy Prime Minister between 1979 and 1988 and Home Secretary from 1979 to 1983. He stepped down as a Member of Parliament at the 1983 general election, and was appointed as a Member of the House of Lords. He served as Leader of the House of Lords and Lord President of the Council from 1983 to 1988. He was a captain of The Royal and Ancient Golf Club of St Andrews.

**Course Director**

P. N. Clancy, Managing Director, Arthur Sanderson and Sons Ltd.

**Chair of the Steering Committee**

L. R. Pincott, Managing Director, Esso Petroleum Co. Ltd.

**Tutors**

- D. J. Morris, Oriol College
- A. S. Courakis, Brasenose College
- H. G. Jones, Linacre College
- R. G. Opie, New College
- P. J. N. Sinclair, Brasenose College
- M. J. C. Surrey, Wadham College

**Speakers**

- Lawrence Airey, Deputy Secretary HM Treasury
- Lord Balogh, Minister of State for Energy
- Sir Derek Ezra MBE, Chairman, National Coal Board
- Michael Meacher MP, Parliamentary Under Secretary of State
- The Rt. Hon. William Whitelaw, Deputy Leader of the Conservative Party

**What was happening elsewhere?**

In June, the UK went to the ballot boxes in a referendum to gauge support for the country’s continued membership of the European Communities (EC) which it had entered two-and-a-half years earlier under the Conservative government. 67% of voters (turnout was 64%) expressed support for EC membership.

As petrol prices increased by nearly 70%, inflation continued to spiral, reaching 24.2%; the Bank of England imposed interest rates of up to 11.25%.

Margaret Thatcher defeated Edward Heath in a Conservative Party leadership election, becoming the party’s first female leader, and later the country’s first female Prime Minister.



# 1976

**Dates**

28<sup>th</sup> June – 23<sup>rd</sup> July

**Location**

Oriel College

**Course fee**

£700

## UNIVERSITY CHEST CLAIMS FINANCIAL JURISDICTION

When the Summer School was founded, in 1952, the University decree empowering it was clear that 'no expenditure be incurred for this purpose by the University'. Evidently, Steering Committee members worried that this may be landing them with personal liability, so applied to the University Chest to form a limited company. A decision was deferred – but a note buried in the Oxford University Gazette for 1976 declared, 'It is intended that the school should in fact remain fully self-financing,

with no grant from the University Chest, and to ensure this its financial arrangements will in future be brought fully within the jurisdiction of the Chest. Its financial position is at present very sound.'

The Summer School itself welcomed another speaker who would later become significant: Michael Heseltine, the Conservative MP for Henley, held prominent positions in the governments of both Margaret Thatcher and John Major.



1976



The Curators of the University Chest are authorized to make loans amounting to £19,376

**Course Director**

D. S. Allison, Director, Hill Samuel Investment Management Ltd.

**Chair of the Steering Committee**

L. R. Pincott, Managing Director, Esso Petroleum Co. Ltd.

**Tutors**

- R. G. Opie, New College, Oxford
- A. W. M. Graham, Balliol College Oxford
- H. G. Jones, Linacre College Oxford
- D. J. Morris, Oriel College Oxford
- P. J. N. Sinclair, Brasenose College Oxford
- M. J. C. Surrey, Wadham College Oxford

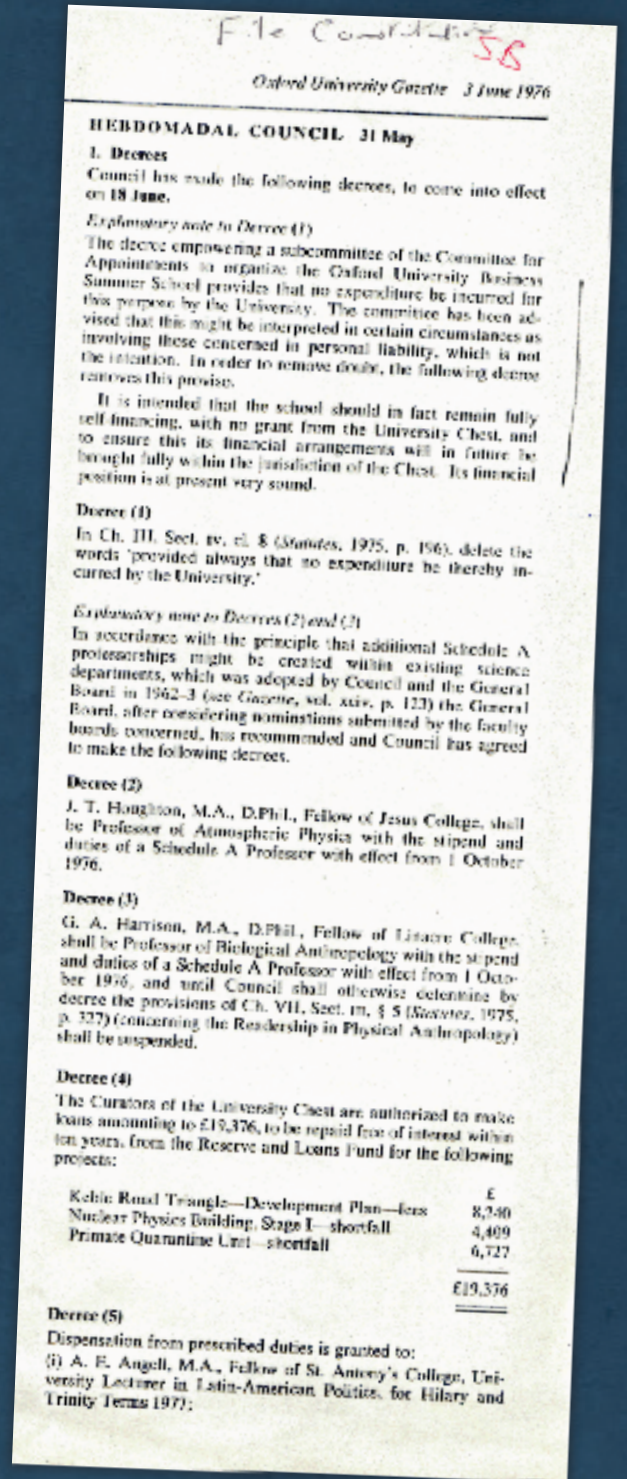
**Speakers**

- Anthony Harris, Writer and Broadcaster on Economic Affairs, Financial Times
- Michael Heseltine, Conservative MP
- Rt. Hon. Sir Geoffrey Howe, Conservative MP
- Michael Posner, Deputy Chief Economic Advisor to the Treasury
- Rt. Hon. J. Enoch Powell, MP
- Rt. Hon. Sir Harold Wilson, Labour MP
- Patricia Brown, Under Secretary, Public Service Sector, HM Treasury

**What was happening elsewhere?**

Weather dominated much of the press coverage in 1976: the year started with hurricane-force winds, and became one of the hottest summers then on record with a prolonged drought and heat wave.

James Callaghan became Prime Minister after the resignation of Harold Wilson. At 16.5%, inflation was lower than in the previous year, but still one of the highest since records began in 1750. The Chancellor, Denis Healey, negotiated a £2,300,000,000 loan for Britain from the International Monetary Fund on condition that £2,500,000,000 would be cut from public expenditure.



Oxford University Gazette, 3<sup>rd</sup> June 1976



# 1977

**Dates**

27<sup>th</sup> June – 23<sup>rd</sup> July

**Course fee**

£875

## A DOUBLE SILVER JUBILEE

The Summer School was conceived of in 1952, the year that Elizabeth II ascended the throne. It therefore shared a Silver Jubilee with her, and celebrated with a dinner at St Catherine's College.

OXFORD UNIVERSITY BUSINESS SUMMER SCHOOL

Silver Jubilee Dinner at St. Catherine's College

27th September, 1977

Principal Speaker

The Vice Chancellor of the University  
Sir John Habakkuk

In the Chair

Mr. D. R. B. Mynors, Director 1957

7 p.m. for 7.30 p.m.

Black Tie



**Course Director**

C. Brooks, Technical Director, Tarmac Construction Ltd., Mitchell Construction Division

**Chair of the Steering Committee**

L. R. Pincott, Managing Director, Esso Petroleum Co. Ltd.

**Tutors**

- R. G. Opie, New College
- C. J. Allsopp, New College
- D. L. Bevan, St John's College
- A. W. M. Graham, Balliol College
- H. G. Jones, Linacre College
- D. J. Morris, Oriel College

**Speakers**

- Sir Kenneth Berrill, Head of the Central Policy Review Staff in the Cabinet Office
- John Bisham, Contract Economist, Bank of England
- Dr. Bernard Donoughue, Senior Policy Adviser to the Prime Minister
- Fred Jones, Deputy Secretary (Industry) H.M. Treasury
- Rt. Hon. Sir Keith Joseph MP, Shadow Cabinet
- Peter Parker, Chairman, British Railways Board



Silver Jubilee Dinner Menu, 27<sup>th</sup> September 1977

**What was happening elsewhere?**

National and international tours, a Gala Evening at the Royal Opera House, and street parties up and down the country marked the Silver Jubilee of Queen Elizabeth II.

Meanwhile there were signs of disruption to come in the car industry as, for the first time, British-built cars were outsold by

foreign brands. Datsun, Fiat, Renault and Volkswagen all started to grow their market share.

In December, a science-fiction film, Star Wars, opened in British cinemas.



# 1978

**Dates**

26<sup>th</sup> June – 21<sup>st</sup> July

**Course fee**

£1,150

## CAREFUL EXPANSION

By now, the administrative address of the Summer School was the Oxford Centre for Management Studies in Kennington, although it clearly remained independent of the other activities associated with the Centre. The School was accepting 48 delegates each year, selected from around 60 to 70 nominated candidates. A letter to the Steering Group declared an intention to 'obtain three or four civil servants (as opposed to employees from nationalised industries) and, if possible, the same from the motor industry.'

A 'Review Course' for alumni of the 1974 and 1975 Summer Schools was held at Oriel College in September. The majority said that they had increased responsibilities since attending the programmes, but few had changed companies: 'possibly a sign of the times', observed the Course Director.

**Course Director**

J. D. Oakley, Chairman, Edgar Allen Balfour Limited

**Chair of the Steering Committee**

R. M. Griffiths, Marketing Director, Associated Biscuits Ltd.

**Tutors**

C. J. Allsopp, New College

M. O. L. Bacharach, Student of Christ Church

D. L. Bevan, St. John's College

R. G. Smethurst, Worcester College

**Speakers**

Sir Kenneth Berrill, Head of the Central Policy Review Staff in the Cabinet Office

Dr. Bernard Donoughue, Senior Policy Advisor to the Prime Minister

Sir Derek Ezra, Chairman of the National Coal Board

The Rt. Hon. Lord Hewlett, Chairman and Managing Director, Anchor Chemical Group of Companies

Nigel Lawson MP, Opposition spokesman on Treasury and economic affairs

Michael Pocock, Chairman, Shell

Charles Williams, Chairman, The Price Commission






I have also included the following paragraph:-

'I should perhaps mention that we are receiving an increasing number of applicants for the OUBSS, and are anxious to disappoint as few organisations as possible. This is why an early indication as to whether you are likely to be nominating candidates from your organisation for the 1979 Course or not would be of great assistance'.

I hope to be able to report on initial reactions to this mailing list at the next Steering Committee meeting on October 6th (although from past experience, many organisations are markedly slower in replying to letters than others!)

With kind regards,

Yours sincerely,



Colin G S Paterson  
Assistant Director

Letter to P. N. Clancy Esq, Chairman & Chief Executive,  
Cope Allman International Fashions  
from Colin G. S. Paterson, Assistant Director

The Review Course went off well and appeared to be enjoyed thoroughly by the 46 participating members. This number is about 50% of the attendance on the 1974 and 1975 Schools, which is considered to be a fair response.

The picture of the British and other major economies that emerged from the talks - with a surprising degree of unanimity among the six tutors - itself justified attendance, quite apart from the "reunion aspect" of the Course.

The members were noticeably more mature and relaxed than when they attended their original Course. On a show of hands the majority had increased responsibilities in their organisations since 1974/1975, but few had changed companies. We gather that on this latter point they differ from the membership of previous Review Courses - possibly a sign of the times.

OUBSS Review Course - 1974/75



**What was happening elsewhere?**

November ushered in 'The Winter of Discontent', characterised by widespread strikes in the private, and later public sectors, demanding pay rises greater than the limits Prime Minister James Callaghan and the Labour Government had been imposing to control inflation. The strikes were exacerbated by the coldest winter in 16 years.



# 1979

**Dates**

4<sup>th</sup> July – 28<sup>th</sup> July

**Location**

Merton College

**Course fee**

£1,300





Shell, Rank-Xerox, and Harwell all nominated candidates, and there continued to be much enthusiasm from the Civil Service

## EVEN GREATER POPULARITY

Having set a maximum of 48 delegates at the end of 1978, the availability of five tutors and the prospect of additional space at Merton College led the Summer School administrators to set an upper limit of 55 in 1979.

Shell, Rank-Xerox, and Harwell all nominated candidates, and there continued to be much enthusiasm from the Civil Service. Sir Harold Wilson, twice Prime Minister, was one of the speakers.



Sir James Harold Wilson

### Course Director

C. D. Lenox-Conyngham, Executive Director, Ocean Transport & Trading Ltd.

### Chair of the Steering Committee

R. M. Griffiths, Marketing Director, Associated Biscuits Ltd.

### Tutors

- R. G. Opie, New College
- M. O. L. Bacharach, Student of Christ Church
- N. F. R Crafts, University College
- P. Donaldson, Ruskin College
- D. Robinson, Magdalen College
- G. K. Yarrow, Hertford College

### Speakers

- J. Graham Day, Professor and Director, Canadian Marine Transportation Centre
- Dr. Bernard Donoughue, Senior Policy Adviser to the Prime Minister
- Nigel Lawson MP, Financial Secretary at the Treasury
- Sudhir Mulji, Joint Managing director, The Great Eastern Shipping company, Bombay
- Robert Ramsey, Director of Industrial Relations, Ford
- Rt. Hon. Sir Harold Wilson, Labour Member of parliament since 1945

### What was happening elsewhere?

In January, as Prime Minister James Callaghan returned from an international summit to a Britain in a state of industrial unrest, The Sun paraphrased his reaction as ‘Crisis? What Crisis?’ The Government lost a confidence motion by one vote, forcing a General Election and making way for Margaret Thatcher to become the first female Prime Minister of the UK with a 44-seat majority. Two months later, the budget cut the standard tax rate by 3p and slashed the top rate from 83% to 60%. By November, the Government were announcing £3.5 billion in public spending cuts and an increase in prescription charges. The Housing Bill published in December gave council house tenants the right to buy their homes.

# 1980

**Dates**

2<sup>nd</sup> July – 26<sup>th</sup> July

**Location**

Merton College

**Course fee**

£1,500



# ECONOMIC PRESSURES BEGIN TO BITE

The reduction in the number of participants, back down to 44, seems to have been more to do with administrative and personnel problems than budget cuts. However, Course Director L. D. Cowan, a Personnel Management Consultant predicted: 'I have no doubt that economic pressures will affect many companies' training budgets for 1980/81 and that it will not be easy to fill the School to capacity next year.'

On the other hand, the Review Course – a shorter discussion programme for recent alumni – was gaining in popularity and may have been priced too low: 'I felt the cost was modest and that most of us would have been prepared to pay somewhat more for the privilege of attending the session,' wrote participant F. M. Hughes.

## Course Director

L. D. Cowan, Personnel Management Consultant

## Senior tutor

Nick Crafts, University College

## Tutors

David Begg, Worcester College

Martin Slater, St. Edmund Hall

M. O. L. Bacharach, Student of Christ Church

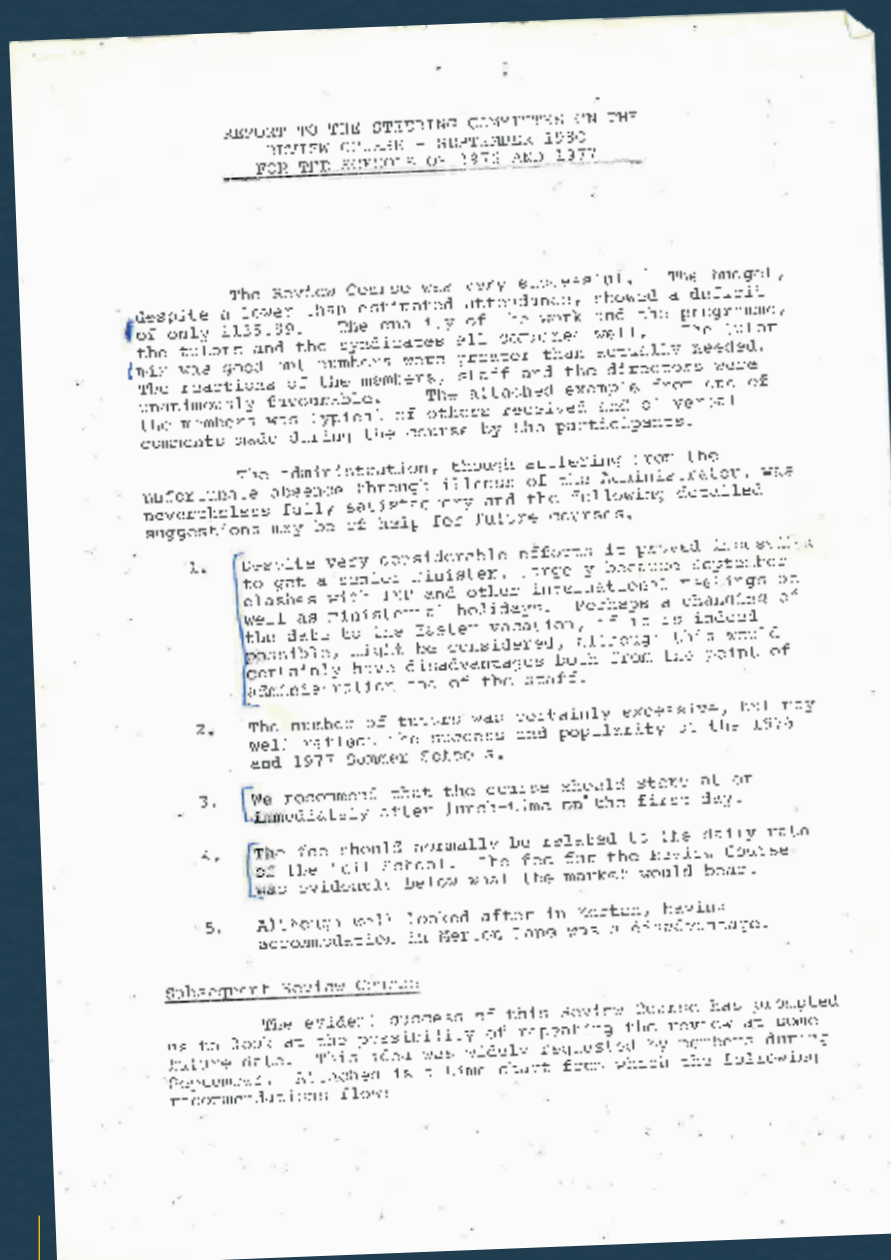
P. Donaldson, Ruskin College

## Chair of the Steering Committee

R. M. Griffiths, Planning and Development Director, Associated Biscuits Ltd.

## What was happening elsewhere?

The UK slid into recession in June. Inflation was high – reaching 16% during the year – and unemployment too was rising, standing at 2 million in August, around a third higher than the previous year. MPs warned Mrs Thatcher that this was as a result of her monetarist economic policy, and she replied, famously, 'You turn if you want to: the lady's not for turning.'



Report to the Steering Committee on the review course

The reactions of the members, staff and the directors were unanimously favourable



# 1981

**Dates**

6<sup>th</sup> July – 1<sup>th</sup> August

**Location**

Merton College

**Course fee**

£1,800



Nigel Lawson

## FUTURE CHANCELLOR NIGEL LAWSON VISITS THE SUMMER SCHOOL

Along with Cabinet members and other senior political figures, the Summer School frequently invited speakers who would later go on to become highly influential. In 1981, Nigel Lawson was Financial Secretary to the Treasury, and observing the effects of Margaret Thatcher's economic policies at close quarters. Later that year he would enter the Cabinet as Secretary of State for Energy. He was appointed Chancellor of the Exchequer in June 1983, and served until his resignation in October 1989. In both Cabinet posts, Lawson was a key proponent of Thatcher's policies of privatisation of several key industries. Lawson oversaw the sudden deregulation of financial markets in 1986, commonly referred to as the 'Big Bang', which decisively strengthened London's place as a financial capital.



**Course Director**

Derek Bucknall, Director of Personnel,  
I.C.I Petrochemicals and Plastics Division

**Senior tutor**

Nick Crafts, University College

**Tutors**

Peter Sinclair, Brasenose College  
David Begg, Worcester College  
Martin Slater, St. Edmund Hall  
George Yarrow, Hertford College

**Chair of the Steering Committee**

P. N. Clancy, Director, Cope Allman International Ltd.

**Speakers**

Jock Bruce-Gardyne MP, MP for Knutsford and Columnist of the  
Sunday Telegraph  
Dr Charles Goodhart, Chief Adviser, Bank of England  
Rt. Hon. Nigel Lawson, Financial Secretary to the Treasury  
Ian McGregor, Chairman, British Steel Corporation  
Rt. Hon. James Prior, Secretary of State for Employment  
Dr Gad Rausing, Vice-Chairman, Tetra Pak International

**What was happening elsewhere?**

Charles, Prince of Wales, married Lady Diana Spencer in 'the wedding of the century' at St Paul's Cathedral in London. Costing roughly \$48 million (\$156 million today) it broke new records and set global fashion trends. But it came at a time of increasing unrest and disillusionment, with unemployment rising along with racial tensions in inner cities. In Brixton, large scale clashes between mainly young black men and white police officers soon spread to other parts of the country.



# 1982

**Dates**

5<sup>th</sup> July – 31<sup>st</sup> July

**Location**

Merton College

**Course fee**

£2,250

## CANDIDATES ARE INTERVIEWED IN LONDON AND OXFORD

Admission of delegates to the Summer School continued to be based on nominations by their employers; but, even after nomination, they had to get over the hurdle of an interview. Interviews were held in Oxford and in London, and it is a measure, perhaps, of an increasingly competitive culture, that a Report to the Steering Committee states: 'From questions which have been put to me by School members about the number of candidates interviewed I would emphasise how important it has been for morale to be able to say that some candidates have been rejected'.

One of the speakers in 1982 was Sir Peter Parker, Chairman of British Rail. He had been a delegate to the programme himself in 1964.

Sir Peter Parker, Head of British Rail,  
was a guest speaker this year, and  
was an OUBEP alumnus from 1964



**Course Director**

Wynne Foyn, Managing Director, Imperial Tobacco Ltd.

**Senior tutor**

Nick Crafts, University College

**Tutors**

David Begg, Worcester College

Martin Slater, St. Edmund Hall

George Yarrow, Hertford College

Mark Precious, Worcester College

**Chair of the Steering Committee**

P. N. Clancy, Director, Cope Allman International Ltd.

**Speakers**

Peter Beazley MEP

The Rt. Hon. Leon Brittain, Chief Secretary to the Treasury

Rt. Hon. Christopher Chataway, Vice-Chairman, Orion Royal Bank

Sir Peter Parker, Chairman, British Railways Board

Rt. Hon. William Rodgers, Joint Leader of the Social Democratic Party

**What was happening elsewhere?**

At the beginning of 1982, with high unemployment, climbing interest rates, shambolic retrenchment efforts on the part of the Government, and the fallout from the previous summer's riots, Margaret Thatcher's popularity was at an all-time low. A poll in January gave her the worst rating of any prime minister since the Great War: only 25% of those polled expressed satisfaction with her performance.

But at the beginning of April, Argentina invaded the Falkland Islands. Thatcher's decisive response and handling of the crisis was widely seen as a triumph. Meanwhile, Chancellor Nigel Lawson announced that no industry should remain in state ownership unless there was an 'overwhelming' case.



# 1983

## LEADING ACADEMICS CONTINUE TO BE ASSOCIATED WITH THE SCHOOL

It is also possible to track the careers of speakers through the history of the Summer School. Sir Alec Cairncross, who had contributed to the programme when Master of St Peter's College, Oxford, appears in 1983 as Chancellor of the University of Glasgow.

Dr Derek Morris, who is listed as Economic Director, National Economic Development Council, was in fact on secondment from Oriel College, and had been a Summer School tutor in the 1970s. He would go on to Chair the Monopolies Commission and join the Committee for Standards in Public Life. He headed a government-sponsored review into the actuarial profession in the United Kingdom, known as the Morris Review. He was knighted in 2003.

### Dates

4<sup>th</sup> July – 30<sup>th</sup> July

### Location

Merton College

### Course Director

John Maynard, Personnel Director, Reed Paper & Board Ltd.

### Senior tutor

David Begg, Worcester College

### Tutors

Mark Precious, Worcester College

Peter Sinclair, Brasenose College

Martin Slater, St. Edmund Hall

George Yarrow, Hertford College

### Chair of the Steering Committee

P. N. Clancy, Director, Joint Managing Director, Stag Furniture Holdings plc.

### Speakers

Sir Alec Cairncross, Chancellor, University of Glasgow

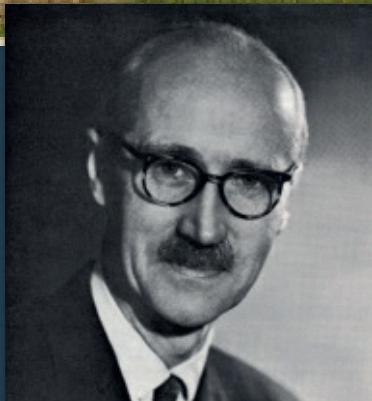
Dr Charles Goodhart, Chief Adviser, Bank of England

Pat Lowry, Chairman A.C.A.S.

Dr Derek Morris, Economic Director, National Economic Development Council

Professor Harold Rose, Group Economic Adviser to Barclays Bank

Professor David Stout, Head of Economics, Unilever plc.



Sir Alec Cairncross

**Interesting fact**

Sir Alec Cairncross was an evening speaker this year. He won two scholarships to study economics at Glasgow University. From there, he attained a further research studentship to study at Trinity College, Cambridge, and in 1935 he was awarded the second PhD in economics bestowed by the university.

**What was happening elsewhere?**

Riding high on her popularity after the Falklands conflict, Margaret Thatcher won a second term by a landslide, with a majority of 144 seats (though just 42% of the popular vote). Among the new members of parliament were three Labour MPs who would later become party leaders: Tony Blair, Gordon Brown, and Jeremy Corbyn.

Despite continued high unemployment, the economy was in recovery, with 4.7% overall growth for the year and a fall in inflation to 4.6% – the lowest level since 1966.

# 1984

**Dates**

4<sup>th</sup> July – 28<sup>th</sup> July

**Location**

Merton College

**Course fee**

£2,500

## A UNIQUE EXPERIENCE

A pre-knighthood John Harvey-Jones, Chairman of ICI, was a speaker in 1984. In 1990, thanks to the BBC's Troubleshooter series he became possibly the most famous industrialist since Isambard Kingdom Brunel, winning a BAFTA but also taking a starring role in a case study for A-level business studies when he failed to understand the brand and culture of the Morgan Motor Company.

Mick Temple, a delegate from this cohort, Supply and Transportation Manager, Esso, said of the programme: 'OUBSS was a unique experience. The injection of economic theory and discussion with leading academic intellectuals exercised brain cells that have lain dormant since university! My understanding of both business and international economics has subsequently matured and proved most useful. In addition, the interchange of experiences with other members of industry, commerce and government was very valuable.'

“

The injection of economic theory and discussion with leading academic intellectuals exercised brain cells that have lain dormant since university

Mick Temple, Supply and Transportation Manager, Esso



**Course Director**

Timothy Frankland, Director, Hill Samuel & Co Ltd.

**Senior tutor**

David Begg, Worcester College

**Tutors**

- Nick Crafts, University College
- Ken Mayhew, Pembroke College
- Martin Slater, St Edmund Hall
- Peter Sinclair, Brasenose College
- George Yarrow, Hertford College

**Chair of the Steering Committee**

P. N. Clancy, Group Managing Director, Stag Furniture Holdings plc.

**Speakers**

- Sir Terence Burns, Chief Economic Adviser to the Treasury
- Sir Geoffrey Chandler, Former Director General, National Economic Development Office
- John Harvey-Jones, Chairman, Imperial Chemical Industries

**What was happening elsewhere?**

The Miners' strike began, pitting the National Union of Mineworkers against a government intent on free-market reform of the nationalised industries; this included plans for the closure of most of Britain's remaining coal pits. The police, the courts and the media were mobilised to defeat the miners, culminating in the battle of Orgreave in June. Thousands of miners were arrested, fined, imprisoned or sacked, some never to work again.

There was disagreement in the European Economic Community over Britain's budget rebate. And in December, prompted by Bob Geldof, the music industry came together to record the iconic Band Aid single Do they know it's Christmas? to help victims of famine in Ethiopia.



# 1985

**Dates**

8<sup>th</sup> July – 1<sup>st</sup> August

**Location**

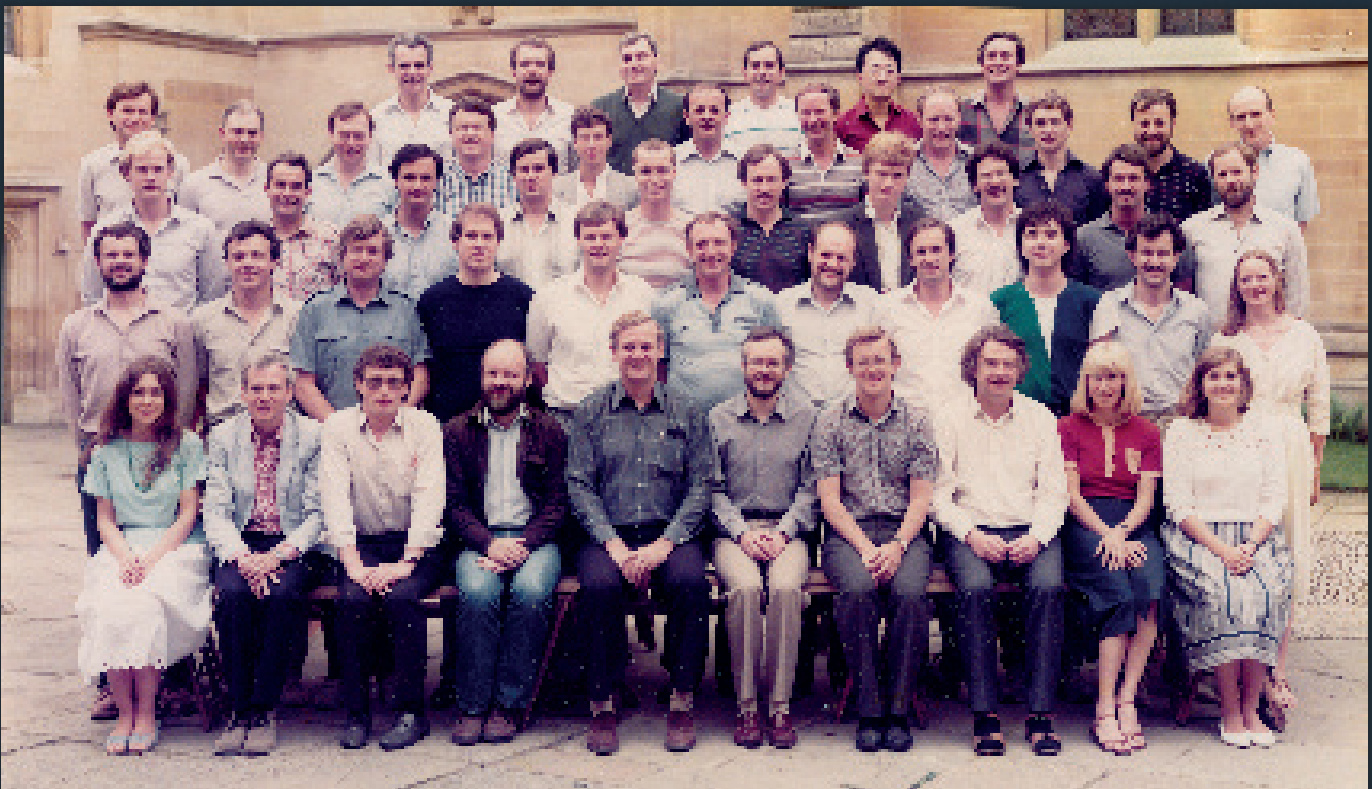
Merton College

**Course fee**

£3,250

**‘LIVELY AND  
ENJOYABLE  
DISCUSSIONS’**

The impact of some speakers may have been felt more strongly at the time. Sir John Knott was invited to contribute to the programme as Chairman of Lazard Bros and Co. However, it is highly likely that delegates remembered him as the Secretary of State for Defence throughout the Falklands Conflict in 1982: the event that ‘saved’ Margaret Thatcher’s premiership.



“

An excellent programme - both the content and delivery were first class.

Sir Roderick Eddington, CEO, British Airways



Sir Roderick Eddington

**Course Director**

John Dornton, Arthur Young McClelland Moores & Co.

**Senior tutor**

David Begg, Worcester College

**Tutors**

- Nick Crafts, University College
- Ken Mayhew, Pembroke College
- Martin Slater, St Edmund Hall
- John Vickers, Nuffield College

**Chair of the Steering Committee**

John Oakley, Chairman, Grosvenor Development Capital Ltd.

**Speakers**

- Ian Byatt, Deputy Chief Economic Adviser, HM Treasury
- J. Graham Day, Chairman and Chief Executive, British Shipbuilders
- Kenneth Durham, Chairman, Unilever
- Lord Murray, General Secretary of the Trades Union Congress
- Sir John Knott, Chairman, Lazard Bros and Co.

**Sir Roderick Eddington**

A delegate on the programme was Roderick Eddington, who would later become Sir Roderick Eddington for services to the aviation industry. At the time, Sir Roderick was Commercial Director of Cathay Pacific Airways, part of the John Swire Group, and went onto become the CEO of British Airways in May 2000. He said about the Summer School: 'Both the content and delivery were first class. The tutorial approach provided plenty of opportunities for debate during the study sessions. My fellow students came from a wide range of business backgrounds and this led to many lively and enjoyable discussions both in and out of the classroom.'

**What was happening elsewhere?**

The miners' strike, involving at its peak 142,000 mineworkers, officially ended in March. It was a defining moment in British industrial relations: the NUM's defeat significantly weakened the trade union movement as a whole and the Thatcher government was able to consolidate its economic programme. The much-reduced coal industry was eventually privatised in December 1994.

Football Hooliganism was at its nadir, with 39 football fans dying during the Heysel Stadium disaster at the European Cup final in Brussels. The Football Association banned all English football clubs from playing in Europe indefinitely.

A rare bright spot in a depressing year was Live Aid in July 1985.



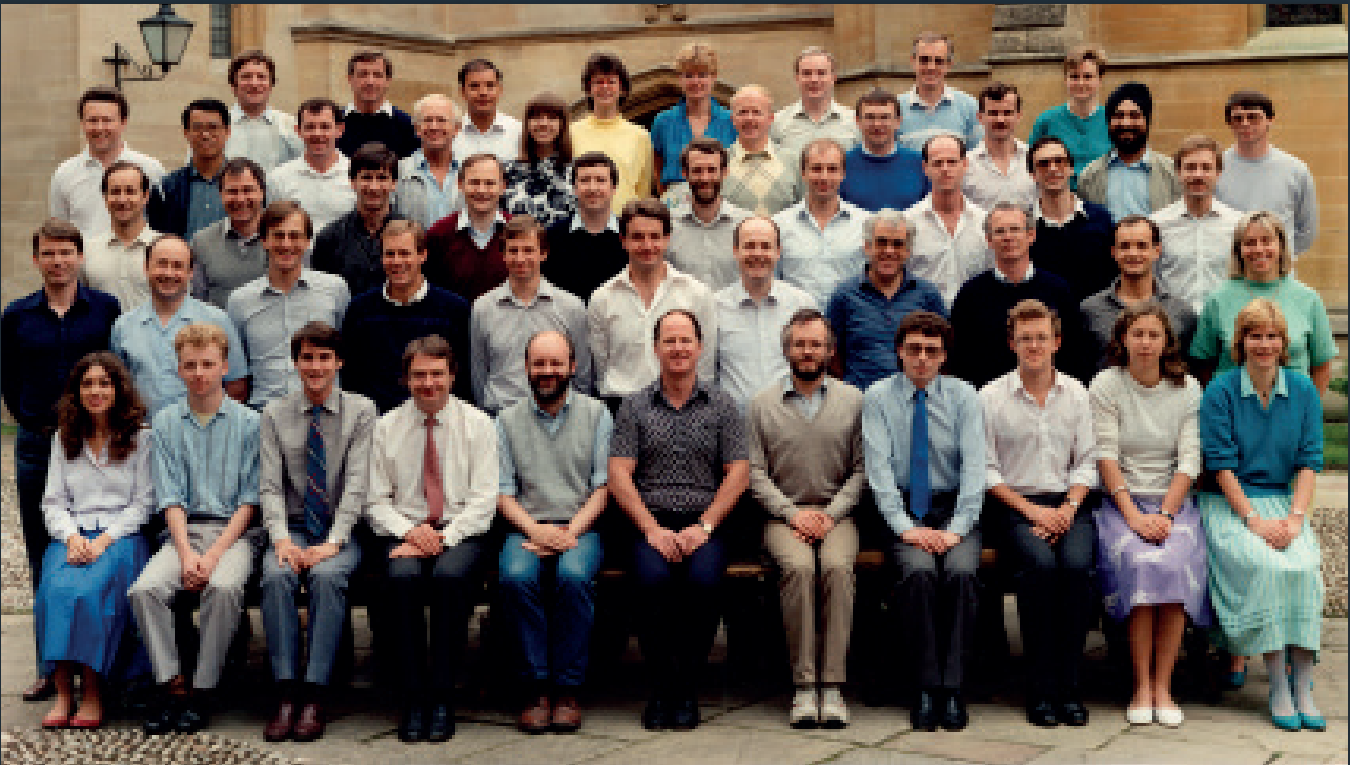
# 1986

**Dates**

7<sup>th</sup> July – 31<sup>st</sup> July

**Location**

Merton College



**‘I NOW READ  
“THE EXPERTS”  
WITH A MORE  
DISCERNING  
MIND’**

The list of evening speakers includes Leon Brittan MP, who had resigned as Trade and Industry Secretary in January that year over the Westland affair. Brittan had authorised the leaking of a letter from the Solicitor General that was critical of Michael Heseltine (a speaker on the Summer School in 1976), who also resigned.

Delegate Tony Turnbull, Product Planning Manager, P&G, said of the School: ‘Before the course my economic prowess was as fragile as my last stumble through the FT; one pundit seemed as impressive as the next. The course gave me a structured insight into the macro and micro trends in world and business circumstances. I even find I now read the “experts” with a more discerning mind and have a broader view of the factors affecting the business world.’





**Course Director**

Douglas Morton, Managing Director, Baron Philippe de Rothschild

**Senior tutor**

David Begg, Worcester College

**Tutors**

Christopher Allsopp, New College

Nick Crafts, University College

Ken Mayhew, Pembroke College

Paul Seabright, All Souls College

John Vickers, Nuffield College

**Speakers**

Rt. Hon. Leon Brittan

Rt. Hon. Kenneth Clarke

David Hunt, Under Secretary of State for Energy

Paul Roots, Director of Industrial Relations, Ford

Norman Willis, General Secretary of the Trades Union Congress

**What was happening elsewhere?**

The flotation of the Trustee Savings Bank attracted a record of more than 4 million applications for shares, possibly responding to Margaret Thatcher's dream of widespread share ownership.

A month later, the London Stock Exchange was computerised and financial markets deregulated on the same day, dubbed the 'Big Bang'. The new measures included the abolition of fixed-commission charges and of the distinction between stockjobbers and stockbrokers, while trading changed from open outcry to screen-based electronic trading. The changes saw many old stockbroking firms being taken over by large banks and would lead eventually to the creation of the Financial Services Authority.



Before the course my economic prowess was as fragile as my last stumble through the FT; one pundit seemed as impressive as the next. The course gave me a structured insight into the macro and micro trends in world and business circumstances. I even find I now read the 'experts' with a more discerning mind and have a broader view of the factors affecting the business world.

Tony Turnbull, Product Planning Manager, P&G



# 1987

**Dates**

6<sup>th</sup> July – 30<sup>th</sup> July

**Location**

Merton College

**Course fee**

£3,800

## REFLECTING BUSINESS CULTURE

Even in the 1980s, the generation of (mostly) men at the top of the UK's largest companies were as likely to have served in the Second World War as to have graduated from university. This must have had an effect on business culture at the time, and certainly must have made the evening lectures rather different from those delivered by today's leaders.

For example, one of the speakers in 1987 was Admiral Sir Raymond Derek Lygo, Chief Executive of British Aerospace. He had joined the Royal Navy in 1942 during the Second World War, and was appointed the commanding officer of the frigate HMS Lowestoft in 1961, the frigate HMS Juno in 1967 and the aircraft carrier HMS Ark Royal in 1969. He had been Vice Chief of the Naval Staff before retiring from the Navy in 1978.

**Course Director**

David Wansborough, Partner E.C.I Ventures

**Senior tutor**

Ken Mayhew, Pembroke College

**Tutors**

Chris Allsopp, New College

Nick Crafts, University College

Peter Sinclair, Brasenose College

Dieter Helm, Lady Margaret Hall

Paul Seabright, All Souls College, Oxford and Churchill College, Cambridge

**Chair of the Steering Committee**

John Oakley, Chairman, Grosvenor Development Capital Ltd.

**Speakers**

Sir Martin Jacomb, Deputy Chairman, Barclays Bank plc.

Admiral Sir Raymond Lygo, Chief Executive of British Aerospace plc

Rt. Hon. David Steel MP, Leader of the Liberal Party

Bernard Taylor, Chief Executive, Glaxo Holdings plc



Admiral Sir Raymond Lygo

#### Admiral Sir Raymond Lygo

While in command of HMS Ark Royal in 1971, the ship collided with a Soviet cruiser that was shadowing her during an exercise in the Mediterranean. Damage to both vessels was slight, though two Soviet crewmen went missing. Lygo was cleared of any responsibility in the subsequent inquiry.

#### What was happening elsewhere?

The major political event of this year was the re-election of the Conservative Party, led by Margaret Thatcher. This made Thatcher the longest continuously-serving Prime Minister of the United Kingdom since Lord Liverpool in the early 19th century. Her parliamentary majority was reduced to 102 from the the 144-seat majority gained at the election four years earlier. The rest of the year saw some disasters: the 'Big Freeze' in January, the sinking of the ferry MS Herald of Free Enterprise, the Hungerford massacre, the 'Great Storm', the Remembrance Day bombing and the King's Cross fire.

British Airways was privatised and listed on the London Stock Exchange.

# 1988

**Dates**

4<sup>th</sup> July – 28<sup>th</sup> July

**Location**

Merton College

**Course fee**

£4,100

## FIRST REPRESENTATIVE FROM THE CHARITY SECTOR

The list of speakers from 1988 gives an insight into how the Summer School would eventually evolve. Fran Bennett was a Director of the Child Poverty Action Group – the first representative from the charity sector in an aspect of the programme that had, until then, been dominated by politicians, civil servants, and senior industrialists.

The programme continued to be appreciated by delegates.

Barrie Dale, Group Leader, Chief Scientist's Group at Harwell Laboratory, said: 'Oxford University Business Summer School is intense and stimulating – in four weeks you can become genuinely literate in economics, and ready to apply a number of new-found concepts to the challenges of your everyday work: and among your fellow students you are likely to meet people who will be highly influential over the next few decades.'

**Course Director**

Ron Harryman, General Product Supply Manager, P&G

**Senior tutor**

Ken Mayhew, Pembroke College

**Tutors**

Chris Allsopp, New College

Nick Crafts, University College

Peter Sinclair, Brasenose College

Paul Seabright, All Souls College, Oxford and Churchill College, Cambridge

John Vickers, Nuffield College

**Chair of the Steering Committee**

R. E. Lintott, Chief Executive, The Coverdale Organisation

**Speakers**

David Baldwin, Chairman and MD, Hewlett-Packard

Fran Bennett, Director of the Child Poverty Action Group

Ben Bethell, Vice President, P&G

Sir Colin Marshall, Chief Executive, British Airways

John Walker, Chief Economist, Oxford Economic Forecasting



“

OUBSS is intense and stimulating - in four weeks you can become genuinely literate in economics.

Barrie Dale, Group Leader, Harwell Laboratory



**What was happening elsewhere?**

Unemployment fell while house prices went up, rising by as much as 16.9% in one month. The house price boom boosted wealth in London and the South-East by £39 billion over four years, fuelling regional inequality. Even so, it was reported that more than 50% of men and 80% of women working full-time in London were earning less than the lowest sum needed to buy the cheapest houses in the capital.

Chancellor Nigel Lawson announced that the standard rate of income tax would be cut to 25p in the pound, while the maximum rate of income tax came down to 40p.



# 1989

**Dates**

3<sup>rd</sup> July – 27<sup>th</sup> July

**Location**

Merton College

**Course fee**

£5,000





Paddy Ashdown

# MORE ALUMNI RETURN AS SPEAKERS

Another alumnus from the early years of the programme returned as a speaker: Sir Richard Greenbury, Chief Executive of Marks & Spencer, had been a delegate on the programme in 1966.

Amongst his fellow speakers was Paddy Ashdown, who had become leader of the Liberal Democrats the previous year. Internationally, he is recognised for his role as High Representative for Bosnia and Herzegovina from 2002 to 2006, following his vigorous lobbying for military action against Yugoslavia in the 1990s.

### Course Director

Les Howell, Engineering Manager, Esso

### Senior tutor

Chris Allsopp, New College

### Tutors

- David Bevan, St John’s College
- Mary Gregory, St Hilda’s College
- Tim Jenkinson, Keble College
- Peter Sinclair, Brasenose College
- Terry O’Shaughnessy, Pembroke College

### Chair of the Steering Committee

R. E. Lintott, Chief Executive, The Coverdale Organisation

### Speakers

- Lord Alexander of Weedon, Deputy Chairman, National Westminster Bank plc.
- Rt. Hon. Paddy Ashdown MP
- Richard Greenbury, Group Chief Executive of Marks & Spencer
- Lindsey Halstead, Chairman, Ford of Europe
- Lord Harris of High Cross, Chairman, Institute of Economics Affairs

On 9<sup>th</sup> November, the Berlin Wall came down, marking the end of the Iron Curtain and the start of the fall of communism in Eastern and Central Europe

### What was happening elsewhere?

On 9<sup>th</sup> November, the Berlin Wall came down, marking the end of the Iron Curtain and the start of the fall of communism in Eastern and Central Europe. An end to the Cold War was declared at the Malta Summit three weeks later and the German reunification took place in October the following year.

In the UK, 94 people were killed during the FA Cup semi-final between Nottingham Forest and Liverpool at the Hillsborough Stadium in Sheffield. Three more would die later of serious injuries and around 300 others were hospitalised. This was the worst sporting disaster in Britain, aggravated by police and pathology failings.

# 1990

**Dates**

2<sup>nd</sup> July – 26<sup>th</sup> July

**Location**

Merton College

**Course fee**

£5,750

## 'ACCESS TO CURRENT THINKING' PLUS DINNER AND DANCING

'Access to current thinking is a powerful lure,' said participant Mark Mayhew, Senior Executive at NatWest. 'That the OUBSS can attract significant contributors from the political, economic, industrial and social strata speaks volumes. Tutors provide the perfect complement in both formal and informal sessions and the total package is probably unique in scope, structure and content. And it's great fun!'

Indeed, the prospectus for 1990, when the length of the School was still a little under four weeks, details a little bit of that fun. 'During the second weekend, members are encouraged to bring their partners to visit the School: together they will be provided with hotel accommodation in Oxford ... Guests are invited to meals in College, a dinner/dance on Saturday and lunch on Sunday.'

**Course Director**

John Olsen, Europe for Cathy Pacific Airways

**Senior tutor**

Chris Allsopp, New College

**Tutors**

David Bevan, St John's College

Mary Gregory, St Hilda's College

Tim Jenkinson, Keble College

Terry O'Shaughnessy, Pembroke College

**Chairman**

R. E. Lintott, Chief Executive, The Coverdale Organisation

**Speakers**

Sir Terence Burns

Peter Sinclair, would become director of the Bank of England

Rt. Hon. John Smith, Shadow Chancellor of the Exchequer

Rt. Hon. The Lord Thomas of Brilles, Chairman of Rolls-Royce,

Director NM Rothschild & Son Ltd, Director Shell- UK







“

Tutors provide the perfect complement in both formal and informal sessions and the total package is probably unique in scope, structure and content. And it's great fun!

Mark Mayhew, Senior Executive, NatWest

**What was happening elsewhere?**

Fears of a recession grew across most of the world since the autumn of 1989, although this was denied by the Prime Minister, Chancellor John Major, and many other politicians. The Confederation of British Industry persists with a gloomy outlook as manufacturers reported their biggest drop in output since 1982, as well as a growing number of bankruptcies. There were riots in London and elsewhere protesting against the introduction of the unpopular Community Charge or 'poll tax'.

Following a leadership challenge, Margaret Thatcher resigned as Leader of the Conservative Party and therefore as Prime Minister. She was succeeded by John Major.

1990



# 1991

**Dates**

1<sup>st</sup> July – 25<sup>th</sup> July

**Location**

Merton College

**Course fee**

£6,250



## CHANGES IN THE TUTORIAL TEAM

The senior tutor this year was Tim Jenkinson from Keble College, who had joined the Economics department in 1987. Tim later joined the nascent Saïd Business School, Oxford, where he is now Professor of Finance and one of the world's leading authorities on private equity, IPOs, and institutional asset management. Having cut his teeth on teaching executives with OUBEP, he leads renowned courses on private equity, entrepreneurial finance, and valuation.

The year also saw the last appearance of Chris Allsopp as a tutor; he had fulfilled that role for 22 years.

### Course Director

Tim Chapman, Independent Management Consultant

### Senior tutor

Tim Jenkinson, Keble College

### Tutors

Chris Allsopp, New College

Mary Gregory, St Hilda's College

Vijay Joshi, Merton College

Ken Mayhew, Pembroke College

Terry O'Shaughnessy, St Anne's College

### Speakers

Marina Avau, Founder of "Bridges of Choice"

Roger Bootle, Capital Economics Ltd.

This year saw the last appearance of Chris Allsopp as a tutor; he had fulfilled that role for 22 years

### What was happening elsewhere?

The UK economy remained rooted in the recession which began in 1990, although there were near constant declarations that 'the worst is over' from the Bank of England, the CBI, and Prime Minister John Major. Despite unemployment rising to about 2,500,000, Major resisted calls from the Labour Party to cut interest rates.

Queen's Freddie Mercury died at his home in London, just 24 hours after going public with the news that he was suffering from AIDS. A month later, Bohemian Rhapsody was again Number One after sixteen years, with the proceeds from the rerelease being donated to the Terence Higgins Trust.



# 1992

**Dates**

6<sup>th</sup> July – 30<sup>th</sup> July

**Course fee**

£6,500

**Location**

Merton College

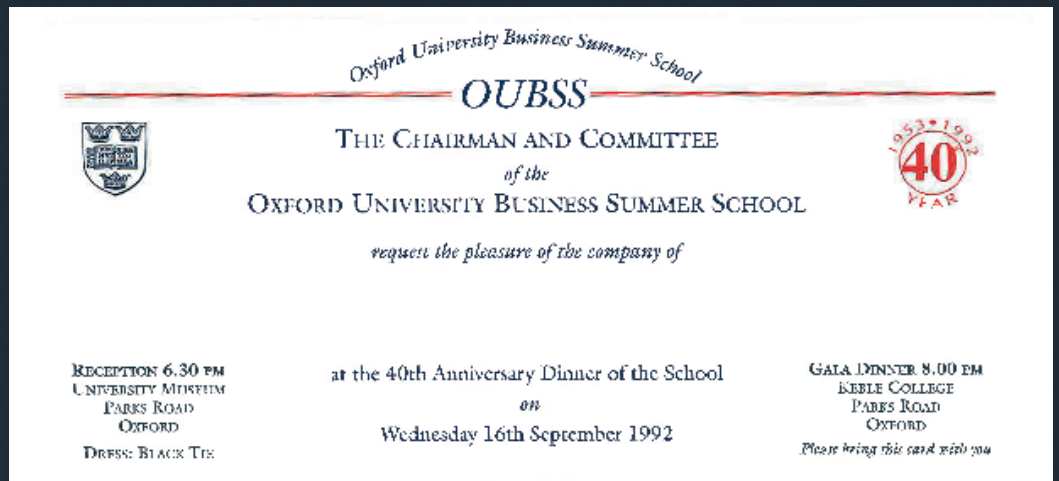
## 40<sup>TH</sup> ANNIVERSARY CELEBRATIONS WITH THE UNIVERSITY CHANCELLOR

OUBSS celebrated its 40<sup>th</sup> year with a reception at the University Museum and a Gala Dinner at Keble College attended by over 150 guests. Guests of honour included the Chancellor of the University, the Rt. Hon. Lord Jenkins of Hillhead, and Sir Peter Parker. Organisations represented included Esso, John Swire Group, Marks and Spencer, Rolls-Royce, Barclays, British Aerospace, P&G, British Rail, and Price Waterhouse.

One of the speakers on the programme was John Flemming, Chief Economist at the European Bank for Reconstruction and Development. 30 years later, the speaker at the 70<sup>th</sup> anniversary is Beata Javorcik, who holds the same position.

The 40<sup>th</sup> year also saw the re-emergence of the Senior Seminar, previously called the Review Course. This three-day intensive 'refresher' course enabled participants to apply their skills to contemporary economic issues.

This year saw the re-emergence of the Senior Seminar, previously called the Review Course



Invitation to the 40<sup>th</sup> Anniversary Dinner





**Course Director**

Ian Martin, Senior Director,  
Finance and Operations, Baring Securities Ltd.

**Senior tutor**

Tim Jenkinson, Keble College

**Tutors**

Mary Gregory, St Hilda's  
Vijay Joshi, Merton College  
Terry O'Shaughnessy, St Anne's  
Martin Slater, St Edmund Hall

**Chair of the Steering Committee**

Dereck Bucknall, British Aerospace plc

**Speakers**

Ian Hay Davison, Chairman, National Mortgage Bank  
Sir Graham Day, Chairman of Cadbury Schweppes plc, British Aerospace plc, and PowerGen plc.  
John Flemming FBA, Chief Economist, European Bank Bank for Reconstruction and Development  
Anthony Hilton, Managing Director, Evening Standard  
Michael Hoffman, Group Chief Executive Thames Water  
Sir Andrew Hugh Smith, Chairman, Council of the Stock Exchange

**What was happening elsewhere?**

Despite a grumbling recession, the Conservative Party was re-elected for a fourth successive term in their first election under John Major's leadership. Notable retirements from parliament at this election include former prime minister Margaret Thatcher and former Labour leader Michael Foot.

However, their reputation for economic management was dealt a humiliating blow on 16 September – 'Black Wednesday' – when they were forced to withdraw sterling from the European Exchange Rate Mechanism (ERM), after a failed attempt to keep its exchange rate above the lower limit required for the ERM participation. At that time, the United Kingdom held the Presidency of the Council of the European Union.

# 1993

**Subtitle of programme**

Economics for the  
Leaders of Tomorrow

**Dates**

5<sup>th</sup> July – 29<sup>th</sup> July

**Course fee**

£6,850

**Location**

Merton College

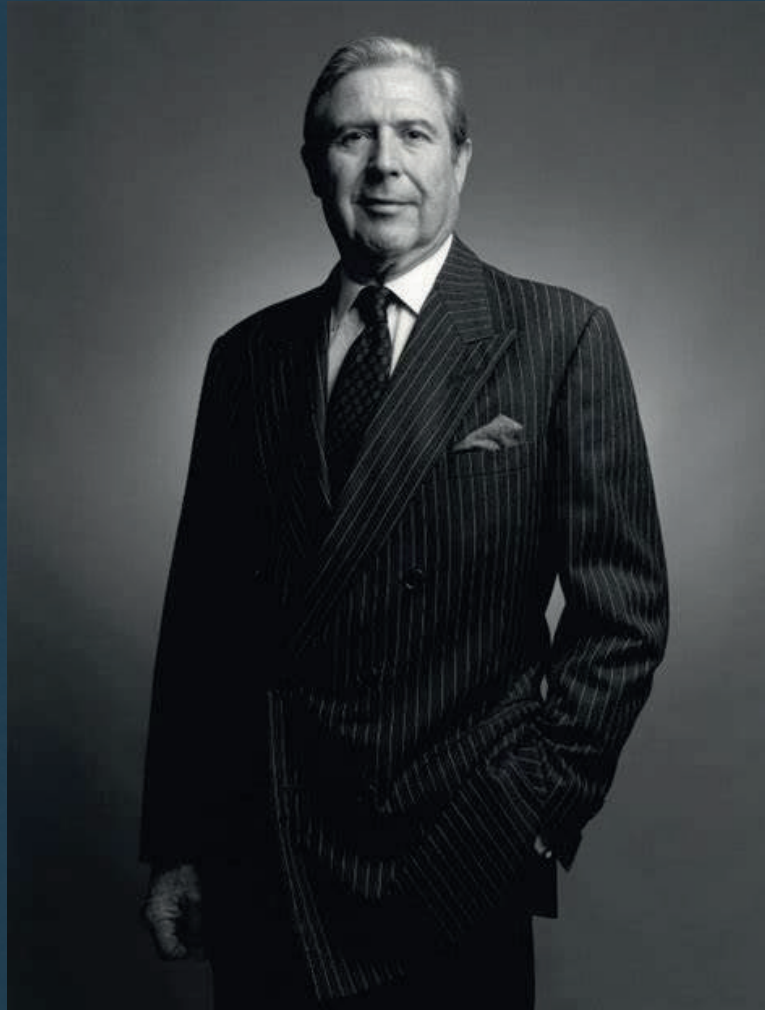


# ECONOMICS FOR THE LEADERS OF TOMORROW

A programme subtitle was added: 'Economics for the Leaders of Tomorrow'. It is possible that this was an attempt to differentiate the course from the four-week Advanced Management Programme newly offered by Templeton College.

Sir David Scholey, Director of the Bank of England, was a speaker this year. His CV also includes spells as a governor of the BBC, and as the chairman of the board of trustees of the National Portrait Gallery.

Sir David Scholey,  
Director of the Bank  
of England, was a  
speaker this year



Sir David Scholey

## Course Director

Katie Beavan, Employee Development Manager, British Aerospace plc.

## Senior tutor

Terry O'Shaughnessy, St Anne's College

## Tutors

Vijay Joshi, Merton College  
Martin Slater, St Edmund Hall  
Mark Williams, Exeter College  
David Vines, Balliol College

## Chair of the Steering Committee

D. E. Bucknall, N.W. Herts District Health Authority

## Speakers

Andrew Gray, Managing Director, Air UK  
Sir James McKinnon, Director General of Gas Supply  
Sir David Scholey, Director, Bank of England

## What was happening elsewhere?

After the economy grew by 0.6% in the first three months of the year, the Government announced the official end of the recession, which had dragged on for three years and much longer than most economists had expected. Unemployment was still high, though, and there were fears that the economic recovery could stall.

A new political party was formed. The UK Independence Party was a single-issue Eurosceptic party formed by members of the Anti-Federalist League, which itself was formed two years earlier by opponents of Britain's involvement in the Maastricht Treaty.



# 1994

**Location**

Merton College



“

We find that OUBSS is an appropriate and cost-effective way of showing our key managers a wider range of the world.

They come back to the organisation with broader horizons, and with a better understanding of the factors which influence corporate and Government policy worldwide.

Mr R H Evans, Chief Executive, British Aerospace plc.





# INTERNATIONAL AWARENESS GROWS

Having started as a UK programme, aimed squarely at improving Britain's economy, the Summer School of 1994 was clearly including some delegates from overseas. Delegate Deepak Gupta, from Proctor and Gamble Asia Pacific, said the following: 'It is critical for a business manager to understand the dynamics of economics. I now have a much better appreciation of the market forces and will use economic theories/principles to make business decisions. I have also become more conscious about the economic health of a country and of a company, and I understand Europe better than I ever did'.

One of the syndicate projects for this year involved developing policies for one of the G7 countries 'in a world where the action of one economy impacts on all others'.

### What was happening elsewhere?

British Aerospace sold its 80% stake in Rover to BMW, leaving Britain without an independent volume carmaker. Honda later sold its own stake, allowing BMW complete control. While Labour Party leader John Smith criticised the move as short-termist, Prime Minister John Major claimed the takeover would give the Rover Group excellent prospects for export markets and investment.

The Channel Tunnel, the 51 km rail tunnel beneath the English Channel at the Strait of Dover, officially opened.

The Daily Telegraph became the first national newspaper in Britain to launch an online edition, the Electronic Telegraph. Some 600,000 people in Britain had access to the internet at home.



## The Participants: High Calibre Executives From Diverse Backgrounds

Participants in the Summer School are executives who are expected to reach the highest levels within their organisations. It is most suitable for those who have the potential to reach senior management or director-level appointments.

The School gives participants a chance to see others in public jobs. The international nature of the course and its continuing relevance to the highest standards, means that the members should all have the potential to develop their existing skills for the benefit of their organisations. They should be at, or aspiring to, a position within an organisation where they will contribute to strategic planning and to major decision-making.

The course does not require any formal qualifications or experience. The applicants should be from suitable work analytical and quantitative approaches which successful executives, they are likely to find it easy. However, the programme is not intended to be a routine late individual of the course and assumes that all participants will have a well-developed and professional experience of a high level.

Course members are drawn from a wide variety of organisations from all sectors, with public and private. The primary educational objective of the programme is not to be in the growing number of our college graduates.

Participants are usually in their thirties or early forties, although there is no rigid age limit. The School will accept members of all age ranges, with the organising organisation can demonstrate that the participants will derive real benefit from the programme.



'What was exciting for me was to explore the full dimension and rigor of economics and to look through that prism at the real experience of the great teachers and to see myself in the Summer School program. I have brought home to my job a set of broader perspectives I never would have had previously. It has opened up new perspectives on my own business.'

**Nick Putnam, Marketing Manager Shell Chemicals UK Ltd**



'To come here was an job I needed to understand the language of economics. I was initially fearful of the language but also a full amount of the experience. I really enjoyed the course and the chance to meet other people.'

**Johanne Dagnisien, Assistant Private Secretary to the Chancellor of the Exchequer, H.M. Treasury**

# 1995

**Subtitle of programme**

Economics for Business Leaders

**Dates**

3<sup>rd</sup> July – 27<sup>th</sup> July



## ECONOMICS FOR BUSINESS LEADERS

Experiments with the programme's subtitle continued. In 1995 it was called 'Economics for Business Leaders'. As the trend for university-led management development courses flourished, it was probably seen as important to emphasise the Economics basis of this programme. The change from the 'leaders of tomorrow' to 'business leaders' may have been a response to the increasing popularity of MBA degrees, which would be introduced at the University of Oxford in the following year.

Neil Kinnock, the former Labour Party leader, was a speaker this year, having only just left the UK House of Commons to become Member of the European Commission where he was responsible for Transport and TransEuropean Networks.



Alistair Darling was a speaker this year

### Course Director

Paul Burgess, Associate Partner, Andersen Consulting

### Senior tutor

Terry O'Shaughnessy, St Anne's College

### Tutors

Jenny Corbett, St Antony's College

Simon Cowan, Worcester College

Martin Slater, St. Edmund Hall

Mark Williams, Exeter College

### Speakers

Alan Budd, Chief Economic Adviser to H.M. Treasury and Head of Government Economic Service

Alistair Darling MP

John Holloway, Chairman and Managing Director, Exxon Chemical Ltd.

Richard Laphorne, Finance Director, British Aerospace

The Rt. Hon. Neil Kinnock, Member of the European Commission responsible for Transport and TransEuropean Networks

### What was happening elsewhere?

The historic UK investment bank Barings collapsed following losses made by 'rogue trader' Nick Leeson. Leeson lost \$1.4 billion by speculating on the Tokyo Stock Exchange.

In Europe, the Schengen Agreement came into effect across several nations. The agreement was designed to ease cross-border travel through dispensing with boarder checks. Within the governing Conservative party, however, this evidence of closer integration across Europe only deepens existing divisions about the UK's relationship with the EU. In an attempt to reassert his authority, John Major resigned as leader of the Conservative Party (but not as Prime Minister) triggering a leadership election, in which he was opposed by the Eurosceptic John Redwood. John Major won the election, but disagreements about Europe remained.

# 1996

“

The School gets you closer to reality - economic reality. It gives you a better understanding of the increasingly global environment in which business will be operating

**Dates**

1<sup>st</sup> July – 25<sup>th</sup> July

**Location**

Merton College

A 1996 delegate



## AN 'INCREASINGLY GLOBAL' BUSINESS ENVIRONMENT

By 1996 the age restrictions which had been part of the original concept of the programme seem to have been relaxed. A quote from one of the delegates from this year makes this clear:

'At 44 I felt the need to take a mental break to think about the sort of challenges organisations are going to face in the future. The School gets you closer to reality – economic reality. It gives you a better understanding of the increasingly global environment in which business will be operating. We will no longer be trading with simply commercial partners but dealing with wholly different economies and sectors. The School is different to other business courses which give you a lot of tricks for immediate use. The School, however, gives something permanent to hold onto – a framework in which to think. If there is one word which sums it all up, it is "rigour".'

### Course Director

Mike Boyfield, Production Operations Manager P&G

### Senior tutor

Terry O'Shaughnessy, St Anne's College

### Tutors

Jenny Corbett, St Antony's College

Simon Cowan, Worcester College

Nicholas Dimsdale, The Queen's College

James Foreman-Peck, St Antony's College

### Speakers

Ian Byatt, Director General of Water Services

Christopher Geoghegan, Managing Director, British Aerospace Airbus Ltd.

Seiichi Mihara, Managing Director, Nissan Motor

Bill Morris, General Secretary, Transport and General Workers Union

### What was happening elsewhere?

Football 'came home', briefly, when England hosted the European Championships, though the national team's hopes were dashed after losing a penalty shootout to eventual winners Germany in the semi-final.

Unemployment fell below 2,000,000 for the first time in almost six years, four years since it peaked at nearly 3,000,000 during the recession. Despite the strong economic recovery and falling unemployment, the Conservatives continued to trail behind Labour in the opinion polls, a stark contrast to their performance at the last election, where they retained power despite Britain's being in recession.

More than 4% of the UK population (some 2,500,000 people) were reported to have internet access.

Despite the strong economic recovery and falling unemployment, the Conservatives continued to trail behind Labour in the opinion polls

# 1997

**Dates**

7<sup>th</sup> July – 31<sup>st</sup> July

**Course fee**

£8,500

**Location**

Merton College

## A 'HELICOPTER EFFECT' PROVIDES STRATEGIC THINKING PRACTICE

One of the speakers this year was Sir Alan Budd, a founding member of the Bank of England's Monetary Policy Committee (MPC), which was created after the Chancellor of the Exchequer, Gordon Brown, gave the Bank of England operational responsibility to set interest rates. Two years later Sir Alan would be back in Oxford as Provost of The Queen's College, Oxford.

Patrick Thomas, Business Director, ICI Europe, emphasised the continuing economics and strategic basis of the programme: 'The Oxford University Business Summer School offers a kind of "helicopter effect" – rising over the macro international landscape, then diving down on the relevant micro detail. It is hard to teach strategic thinking except by practice, but the summer school provides that kind of practice.'

**Course Director**

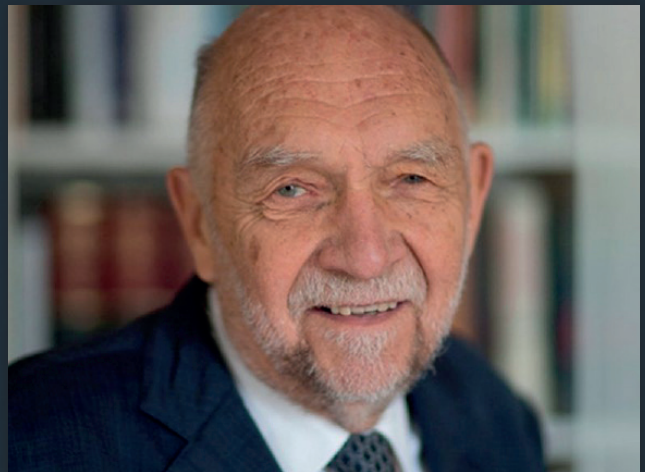
Sven Royall, Head of Styrenics,  
Polyurethanes & PET Chemicals, Shell

**Senior tutor**

Simon Cowan, Worcester College

**Tutors**

Nicholas Dimsdale, The Queen's College  
James Forder, St Peter's College  
Alexander Ljungqvist, Merton College  
Martin Slater, St Edmund Hall



Sir Alan Budd

**Evening speakers**

Sir Samuel Brittan, Principal Economic Commentator,  
The Financial Times

Sir Michael Angus, Chairman of The Boots Company

Sir Alan Budd, Chief Economic Adviser to HM Treasury and head of  
Government Economic Service

Mark Moody-Stuart, Shell

Hugh Welburn, Economic Adviser, Virgin Atlantic Airways Ltd.



“

The Oxford University Business Summer School offers a kind of ‘helicopter effect’ - rising over the macro international landscape, then diving down on the relevant micro detail. It is hard to teach strategic thinking except by practice, but the summer school provides that kind of practice.

Patrick Thomas, Business Director, ICI Europe



### What was happening elsewhere?

Despite a strengthening economy and shrinking unemployment, the Conservative government was mired in allegations of sleaze in the run-up to the General Election. This was won by the Labour Party under Tony Blair in a landslide result, winning 418 seats. A record 120 women entered Parliament, including 101 female Labour

MPs. And Mohammad Sarwar, elected for Labour in Glasgow Govan, became the UK's first ever Muslim MP.

Midnight on 1<sup>st</sup> July 1997 saw the formal passing of authority over the territory of Hong Kong from the UK to the People's Republic of China, ending 156 years of British rule.



# 1998

In today's uncertain world, the quality  
of strategic thinking is vital to a  
company's survival





# THE NEED FOR ECONOMIC LITERACY AMID GROWING GLOBALISATION

The prospectus for 1998 asked: 'Have you ever wondered how your business will be affected by changes in eastern Europe, world oil prices, Third World debt, the growth of production on the Pacific 'rim' or a major change in the American balance of payments? Perhaps you have noticed that some managers seem better able to understand the potential impact of such changes than others?

'Through the medium of economics, the Oxford University Business Summer School aims to provide tomorrow's business leaders with a broad understanding of the world in which they do business. ... Such literacy is becoming more and more important as major changes continue to occur in money markets, labour legislation, communist economies and literally every other dimension of national and world economies. Senior managers lacking understanding of these matters are at a serious disadvantage.'

### Chair of the Steering Committee

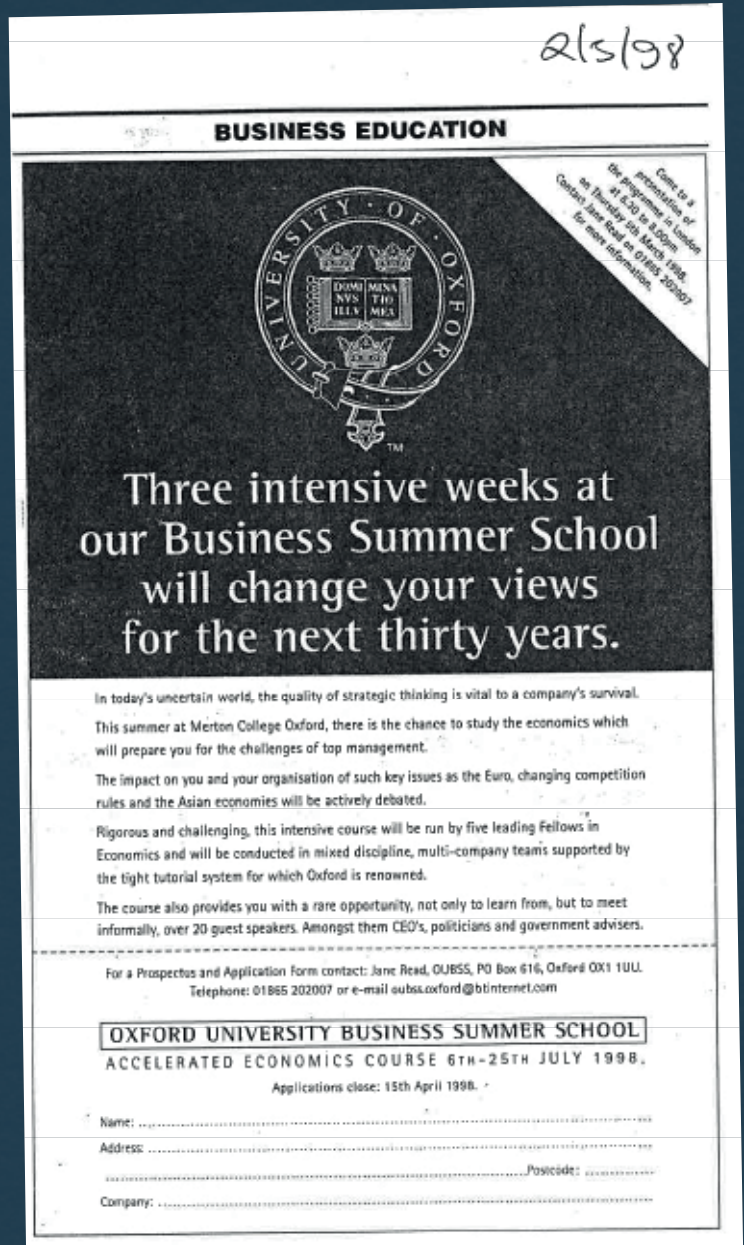
Mike Ward, Andersen Consulting

### What was happening elsewhere?

The Lancet published a study by Andrew Wakefield which suggested a link between the MMR (measles, mumps, and rubella) vaccine and autism. This was subsequently discredited and retracted, but had a major impact on vaccination rates for decades to come.

The Good Friday Agreement, an agreement between the UK and Irish governments and the main political parties in Northern Ireland was signed.

The first DVDs were released in the UK. The format would go on to sell just over 6,000 discs by the end of the year.



Advertisement, 2<sup>nd</sup> February 1998





**Interesting fact**

1999 marked the change in programme name from Oxford University Business Summer School (OUBSS) to today's title of Oxford University Business Economics Programme (OUBEP). This was to disassociate from the phrase 'summer school' which in America had connotations of being remedial schools.

**What was happening elsewhere?**

The Euro was launched as the official currency for most of the member states of the European Union. However, in 1997 Chancellor of the Exchequer Gordon Brown had set out five economic tests that needed to be met in order for the UK to adopt the currency. As those benchmarks were not met (and arguably would never be so) the pound sterling remained the currency for the UK.

In a strengthening economy and with falling unemployment, a minimum wage was introduced in the UK – set at £3.60 an hour for workers over 21, and £3 for workers under 21.



In a strengthening economy and with falling unemployment, a minimum wage was introduced in the UK – set at £3.60 an hour for workers over 21, and £3 for workers under 21



# 2000

“

Only someone who has been through it can begin to tell you (and even then you will underestimate) how intensive the three weeks are

Mike Saxton, 2000 Delegate



## CONTINUED SMOOTH RUNNING



By 2000 the programme seemed to be managed very successfully on autopilot, to the extent that there were no records kept of delegates or speakers, or indeed of any decisions taken. However, the photograph is evidence of its continuing existence, and also a comment from Mike Saxton when he came to take over the course directorship in 2003.

'I attended OUBEP in 2000 as an opportunity to broaden my personal effectiveness, and was not disappointed ... So, when asked to go back as Programme Director for 2003, my goal was to give delegates a preview of what to expect, and help them get the most out of their attendance. Only someone who has been through it can begin to tell you (and even then you will underestimate) how intensive the three weeks are.'

### Chair of the Steering Committee

Mike Ward, Andersen Consulting

### What was happening elsewhere?

Despite the scare-stories of 1999, there were few major IT errors in 2000. Some argued that this was due to the pre-emptive action of many organisations, which had checked, fixed, and upgraded their computer systems to address the problem. Indeed, US president Bill Clinton called Y2K 'the first challenge of the 21st century successfully met'.

BMW sold the bulk of the Rover Group (the Rover and MG marques) to the Phoenix Consortium, while retaining the rights to the Mini, and sold Land Rover to Ford. As a result, 41 years of production of the Mini ended at Rover's Longbridge plant; the new model was to go into production at the Cowley plant in Oxford in 2001.

Despite the scare-stories  
of 1999, there were few  
major IT errors in 2000



“

This is one of the best learning programmes  
that I have ever participated in my life

2001 Delegate



**What was happening elsewhere?**

In June's General Election the Labour Party attained a second successive landslide victory. Among the new entrants to parliament was 34-year-old future Conservative Prime Minister David Cameron. Amongst the retiring members was former Conservative Prime Minister Edward Heath, who at the age of 84 was the oldest member of the last parliament and also its longest-serving continuous member.

On 11<sup>th</sup> September, Al Quaeda terrorists crashed two planes into the Twin Towers of the World Trade Center in New York City, and a third plane into the Pentagon in Arlington, Virginia.

# 2002

**Dates**

7<sup>th</sup> July – 27<sup>th</sup> July

**Location**

Brasenose College

## PERSPECTIVES FROM SCIENCE AND SPACE

There was a smaller number of delegates this year, attending the now standard three-week programme. The list of speakers shows fewer political heavyweights than was common in the programme's early days, but more media personalities, including Evan Davis, BBC's Newsnight's Economics Editor, and Heinz Wolff.

Heinz was a German-born British scientist as well as a television and radio presenter, best known for the BBC television series The Great Egg Race. He became an honorary member of the European Space Agency in 1975, and in 1983 he founded the Brunel Institute for Bioengineering, which was involved in biological research during weightless spaceflight. Wolff was the scientific director and co-founder of Project Juno, the private British-Soviet joint venture which sent Helen Sharman to the Mir space station.



Heinz Wolff





**Course Director**

Ken Young, Defence Procurement Agency, Ministry of Defence

**Senior tutor**

David Myatt, St Catherine's College

**Tutors**

Gavin Cameron, Lady Margaret Hall

Howard Smith, Balliol College

Chris Wallace, Trinity College

**Chair of the Steering Committee**

D. E. Bucknall, N.W. Herts District Health Authority

**Speakers**

John Weston, former CEO of BAE systems

Evan Davis, BBC's Newsnight's Economics Editor

Kate Barker, Monetary Policy Committee

Heinz Wolff, Scientist, Radio & TV Presenter

Over 50% of the UK population (well over 30,000,000 people) had internet access

**What was happening elsewhere?**

It was recorded this year that over 50% of the UK population (well over 30,000,000 people) had internet access.

Car sales in Britain reached a record level for the second year running, exceeding 2,500,000 for the first time. The Ford Focus was the best-selling car for the fourth year in a row, contributing to Ford's lead amongst car manufacturers, which it had held since 1975.

Earth Summit 2002 was held in Johannesburg, South Africa, a decade after the first Earth Summit in Rio de Janeiro.



# 2003

**Dates**

6<sup>th</sup> July – 26<sup>th</sup> July

**Location**

Keble College



## INTRODUCING A CHAMPION OF BUSINESS 'PURPOSE'

Top of the speaker list for this year was Paul Polman, then President, of P&G (Western Europe), later to become CEO of Unilever where he set an ambitious vision to decouple business growth from its overall environmental footprint and increase the company's positive social impact. In 2022 he is Chair of Saïd Business School, Oxford.

Mike Saxton, the Course Director for 2003, having been a delegate in 2000, said: 'No-one should expect an overnight transformation. But being better able to understand the economic aspects of business situations, and apply my own economic perspective, has been of great benefit to my work in product supply management. ... Only someone who has been through it can begin to tell you (and even then you will underestimate) how intensive the three weeks are. Long full days, deadlines to meet, and even some work at the weekend.'

“

No less interesting is the contact and working in syndicates with a very diverse group of peers from other sectors, industries and nationalities

Mike Saxton, Course Director

### Course Director

Mike Saxton, Associate Director, P&G

### Senior tutor

David Myatt, St Catherine's College

### Tutors

Gavin Cameron, Lady Margaret Hall

Terry O'Shaughnessy, St. Anne's College

Chris Wallace, Trinity College

### Speakers

Paul Polman, President, Western Europe, P&G

Sir Derek Morris, Chairman of the Competition Commission

Sir Michael Howard MP

Peter Jay, Economist, Broadcaster and former Diplomat

Kate Barker, Monetary Policy Committee

Bill Morris, General Secretary of the Transport and General Workers Union

Marlin Dailey, Vice President of Sales for Boeing

### What was happening elsewhere?

In London, more than 2,000,000 people demonstrated against the Iraq War, the largest demonstration in UK history.

Nevertheless, Parliament voted to approve an invasion of Iraq and, two days later, land troops from the UK joined those from the USA, Australia, and Poland in that invasion.

There was a political storm when the Radio 4 Today programme broadcast a report saying that the Government acted while knowing that claims about Iraq's weapons of mass destruction were dubious. Weapons expert Dr David Kelly, said to be the source of this report, was found dead three days after giving evidence to the House of Commons Foreign Affairs Select Committee.

# 2004

**Subtitle of programme**

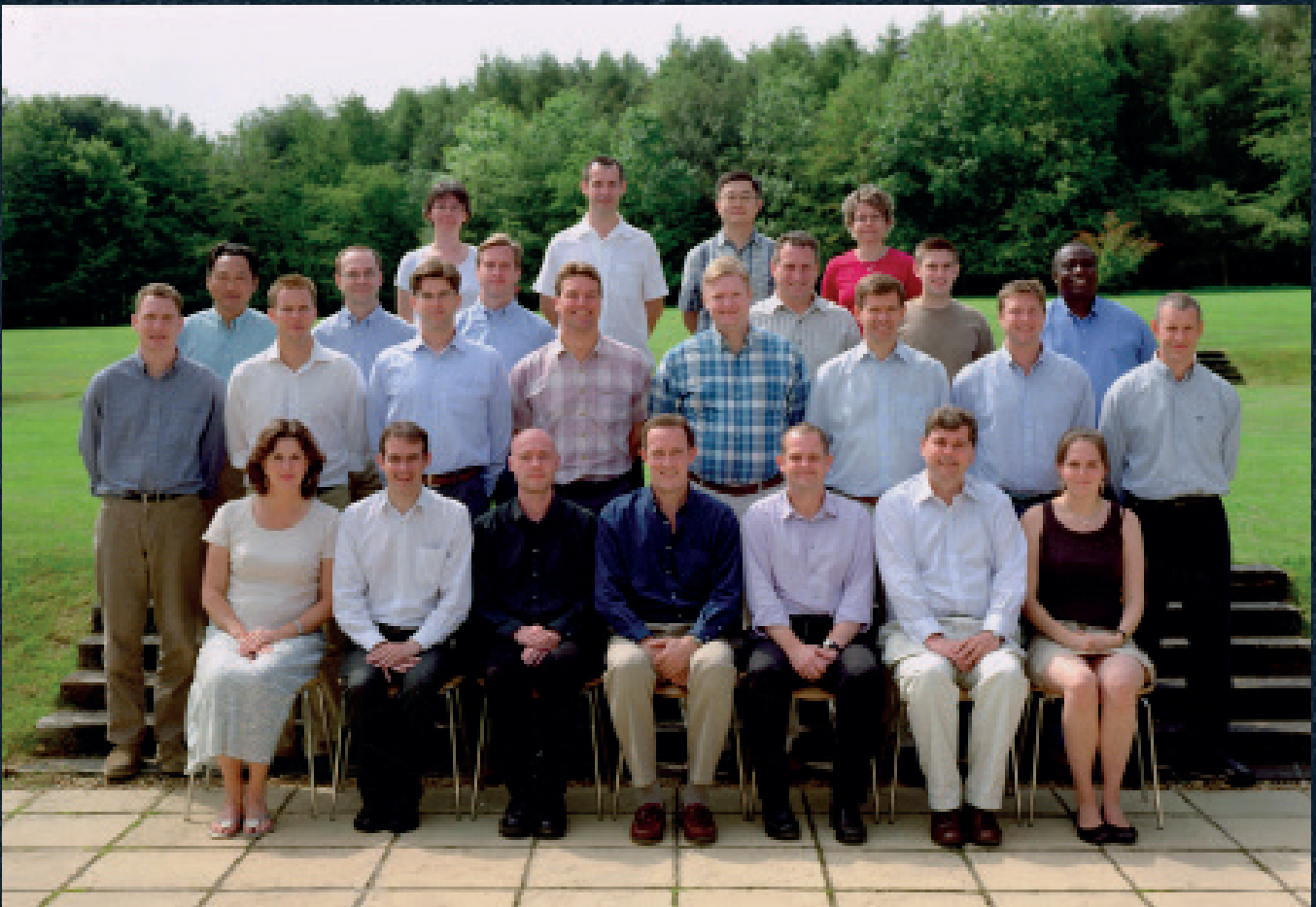
Economics Working for Business

**Dates**

18<sup>th</sup> July – 7<sup>th</sup> August

**Location**

Templeton College





## A COMMITMENT TO SUSTAINABILITY THEMES

Held at Templeton College, which had spacious grounds, the programme introduced a new sporting tradition: a football match between participants and Templeton College staff. Croquet continued to be popular, though.

The presence of Jonathon Porritt, Chairman of the UK's Sustainable Development Commission, on the speaker list indicates the programme's continued commitment to exploring environmental and sustainability themes, although the idea of 'competition' remains key, as the prospectus from that year indicates:

'To be business leaders of the future – in an uncertain, highly competitive and rapidly changing world – being "good" is not enough. You have to be the best. The Programme is suitable only for those who have a questioning mind, good intellect, strong analytical skills, with typically ten to fifteen years of experience in business – combined with good interpersonal skills and a strong desire to learn.'

### Speakers

Maria Livanos Cattai, Secretary General of the ICC  
 Howard Flight MP, Shadow Chief Secretary to the Treasury  
 Tony Douglas, Managing Director of BAA's Terminal 5 programme  
 Dr Evan Harris MP, Liberal Democrat Shadow Health Secretary  
 Dr Leonard Mizzi, Director of the Malta Business Bureau  
 Jonathon Porritt, Chairman of the UK's Sustainable Development Commission & Programme Director, Forum for the Future  
 Rhodora Palomar-Fresnedi, Vice President, Unilever  
 Gillian Stamp, Director of the Brunel Institute of Organisation and Social Studies

### Course Director

Richard Northcote, Vice President HR and Communications, Huntsman

### Senior tutor

David Myatt, St Catherine's College

### Tutors

Gavin Cameron, Lady Margaret Hall  
 Terry O'Shaughnessy, St. Anne's College  
 Chris Wallace, Trinity College

### Chair of the Steering Committee

Ronald Harryman

### What was happening elsewhere?

Harvard roommates Mark Zuckerberg, Eduardo Saverin, Andrew McCollum, Dustin Moskovitz, and Chris Hughes launched The Facebook, a social networking website for fellow students. Originally offered to select college campuses, the site expanded rapidly and eventually beyond colleges, reaching one billion users by 2012.

The European Union expanded by 10 new member states: Cyprus, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia, and Slovenia.

And George W. Bush was re-elected President of the United States, defeating his Democratic challenger John Kerry.

# 2005

**Dates**

17<sup>th</sup> July – 6<sup>th</sup> August

**Location**

Templeton College



## CAREFUL BRAND POSITIONING WITHIN OXFORD

Returning again to Templeton College, OUBEP marketing was at pains to differentiate itself from other executive education programmes, emphasising that this was about 'Economics working for business'. The programme stated: 'This is not a course that can or should be applied "broad-brush" like some corporate training programmes. It applies best to those in or approaching positions of influence in their company – with sufficient real-life experience to be able to relate to the material, and still having the potential to put new learnings into practice.'

This positioning was perhaps particularly important when the Saïd Business School was not only established in its new central-Oxford building on Park End Street, but was also about to take over and expand Templeton College's executive education business.

### Course Director

Jane Low, Accenture

### Senior tutor

David Myatt, St Catherine's College

### Tutors

Chris Wallace, Trinity College

Gavin Cameron, Lady Margaret Hall

Tarek Coury, University College

### Speakers

Peter Bensinger, Jr., Bartlit Beck Herman Palenchar & Scott LLP

Robin Bew, Economist Intelligence Unit

Lothar Ehring, European Commission

Gabriel Glöckler, SCB

Alison Munro, HS2

Nigel Sheail, Novartis

“

This is not a course  
that can or should be  
applied "broad-brush"  
like some corporate  
training programmes

Extract from 2005 programme

### What was happening elsewhere?

In the General Election that year the Labour Party was returned to power, though with a much reduced majority. Despite the strength of the economy, Prime Minister Tony Blair's popularity had declined, particularly as a result of the decision to send British troops to Iraq.

Although employment was at a record high, statistics showed that nearly 1,000,000 manufacturing jobs had been lost in the previous eight years; critics claimed that 'real' job losses had been masked by an expansion of the public sector.

On 7<sup>th</sup> July a series of co-ordinated terrorist bombings strike London's public transport system during the morning rush hour, killing 52 civilians and injuring over 700.

# 2006

**Dates**

15<sup>th</sup> July – 28<sup>th</sup> July

**Location**

Egrove Park





One key change this year was the reduction of the length of the programme to two weeks rather than three

## NOW A TWO-WEEK PROGRAMME

Still based at Templeton College and with an increasingly diverse group of delegates, OUBEP continued to change in response to the market environment. One key change this year was the reduction of the length of the programme to two weeks rather than three. Executive programmes at business schools around the world were all getting shorter, with even flagship Advanced Management Programmes tending to be run over three weeks.

Chris Grayling was a speaker this year, five years after he was first elected to Parliament in the 2001 general election. In 2006 he was Shadow Secretary of State for Transport, and would later be appointed Shadow Secretary of State for Work and Pensions, and Shadow Home Secretary. He was first appointed to the Cabinet as part of the coalition government and stood down when Boris Johnson became Prime Minister in July 2019.

### Course Director

Richard Northcote, Independent Consultant

### Senior tutor

David Myatt, St Catherine's College

### Tutors

Gavin Cameron, Lady Margaret Hall

Tarek Coury, University College

Kevin Sheppard, Keble College

### Speakers

Robin Bew, Economist Intelligence Unit

Maria Livanos Cattai, Secretary General of the International Chamber of Commerce

Chris Grayling MP

### What was happening elsewhere?

The Stern Review on the Economics of Climate Change was published: a 700-page report which discussed the effect of global warming on the world economy. Although not the first economic report on climate change, it is significant as the largest and most widely discussed. It characterised climate change as the greatest market failure ever seen, presenting a unique challenge for economics. The Stern Review concluded that the benefits of strong, early action on climate change far outweighed the costs of not acting.

On 21<sup>st</sup> March the first ever tweet was sent by Twitter co-founder Jack Dorsey: 'just setting up my twttr'.

# 2007

**Dates**

21<sup>st</sup> July – 3<sup>rd</sup> August

**Location**

Egrove Park



The shorter list of external speakers reflects the shorter programme, as well as its increasing focus on Economics rather than the more general political and managerial topics of its early years

## A SHORTER PROGRAMME WITH AN INTENSE ECONOMICS FOCUS

The 2007 programme took place at Templeton College, in its last year as a college on that site. Negotiations were already under way for the merger with Green College, to form Green Templeton College in 2008. The college site was taken over by Saïd Business School and was renamed Egrove Park.

The shorter list of external speakers reflects the shorter programme, as well as its increasing focus on Economics rather than the more general political and managerial topics of its early years.

### Course Director

Richard Northcote, Director, Jigsaw Communications

### Senior tutor

David Myatt, Department of Economics & Nuffield College

### Tutors

Gavin Cameron, Department of Economics & Lady Margaret Hall

Kevin Sheppard, Department of Economics & Keble College

John Thanassoulis, Department of Economics & Christ Church

Rosa Fernandez, SKOPE Centre & Worcester College

### Speakers

Stephen Nelson, CEO of BAA

Robert Ward, Director of the Economist Intelligence Unit's global forecasting team

Rachel Lomax, Deputy Governor, Bank of England

### What was happening elsewhere?

For tech watchers, 2007 was a seminal year, with Apple's introduction of the first generation iPhone, Amazon's launch of the Kindle e-reader, and the development of Google Street View, starting in a few US cities. Nevertheless, the most popular web browsers were Internet Explorer (56%) and Firefox (36.3%).

In the UK, Tony Blair stepped down as Prime Minister, to be succeeded by Chancellor Gordon Brown. A draft Climate Change Bill outlined a framework for achieving a mandatory 60% cut in carbon emissions by 2050.

Meanwhile, September saw a run on Northern Rock – the first on a British bank in more than a century – as customers flocked to withdraw their money.

# 2008

**Dates**

19<sup>th</sup> July – 1<sup>st</sup> August

**Location**

Egrove Park



It is fascinating to see that the 2008 programme finished only weeks before the collapse of Lehman Brothers sparked an unprecedented crisis in the global financial system



## INTO THE STORM

With hindsight it is fascinating to see that the 2008 programme finished only weeks before the collapse of Lehman Brothers sparked an unprecedented crisis in the global financial system. Stock markets tumbled across the world as the scale of the problems facing all banks became clear.

It is also interesting to note that one of the evening speakers was Sir David King, then President of the British Association for the Advancement of Science. From October 2000 to December 2007 he had been the UK Government's Chief Scientific Adviser and Head of the Government Office of Science. In that time, he raised the profile of the need for governments to act on climate change and was instrumental in creating the new £1 billion Energy Technologies Institute.

### Course Director

Mike Boyfield, P&G

### Senior tutor

John Thanassoulis, Department of Economics & Christ Church

### Speakers

Lance Batchelor, Tesco

Kate Barker, Monetary Policy Committee, Bank of England

Jean-Paul Jeanrenaud, WWF International

Charles-Albert Pers, Alcogroup

Sir David King, University of Oxford

### Tutors

David Myatt, Department of Economics & Nuffield College

Rui Esteves, Department of Economics & Brasenose College

Tom Norman, Magdalen College

Kevin Sheppard, Department of Economics & Keble College

### What was happening elsewhere?

The financial crisis revealed how a relatively obscure issue in one country (the US sub-prime mortgage market) could have far-reaching consequences. The interconnectedness of global finance meant that financial markets across the world were affected, with the world economy heading for meltdown.

The UK government introduced monetary and fiscal policies to help keep the banks afloat, taking majority shareholdings in Northern Rock and Royal Bank of Scotland, both of which had experienced financial difficulties.

In December, high street stalwart Woolworths announced that their 807 UK stores would close, putting some 27,000 people out of work.

# 2009

**Dates**

25<sup>th</sup> July – 7<sup>th</sup> August

**Location**

Egrove Park

## CONTINUED INTEREST IN THE THIRD SECTOR

Amidst the turmoil of the Financial Crisis, the programme maintained its commitment to hearing from third-sector organisations as a key part of the economy. One of the evening speakers this year was former OUBEP alumnus Victor Adebowale, then Chief Executive of the social care enterprise Turning Point and current Chair of the NHS Confederation. He was appointed a Commander of the Order of the British Empire (CBE) in the 2000 New Year Honours for services to the New Deal, the unemployed, and homeless young people. In 2001 he became one of the first group of people to be appointed as 'people's peers' and was created a life peer, taking the title Baron Adebowale of Thornes in the County of West Yorkshire, sitting as a crossbencher.



Lord Victor Adebowale

**Course Director**

Tracy Lerpiniere, Ministry of Defence

**Senior tutor**

John Thanassoulis, Department of Economics & Christ Church

**Tutors**

Rui Esteves, Department of Economics & Brasenose College

Nicholas Fawcett, Lady Margaret Hall

Kevin Sheppard, Department of Economics & Keble College

**Speakers**

Lord Victor Adebawale, Chief Executive, Turning Point

Kate Barker, Monetary Policy Committee, Bank of England

Robin Bew, Economist Intelligence Unit

Benoit Laclau, EDF Energy

**What was happening elsewhere?**

2009 was dominated by the introduction of various measures to stabilise the economy after the global banking crisis. In the UK this included a £20 billion loan guarantee scheme for small and medium-sized businesses; further support for the banking sector from the government through insuring bad debts and increasing its stake in Royal Bank of Scotland; successive reductions in the base interest to 0.5%; and plans to bring in quantitative easing by injecting £75 billion into the British economy. A scrappage scheme also eased the effects of the recession on new car sales.

More than 80% of the UK population (some 50 million people) were reported to have internet access.







## AN INFAMOUS ECONOMIST

Vicky Pryce, then part of the UK Government Economic Service and an evening speaker in 2010, may be more familiar to UK readers as the ex-wife of the former Cabinet Minister Chris Huhne. They were both jailed for nine weeks in 2013 for 'perverting the course of justice', as a decade earlier Pryce had agreed to accept speeding points on Huhne's behalf. She turned the experience into a book, *Prisonomics*, that analysed the cost to the economy, as well as the human cost, of keeping women in prison. In writing the book, she used her personal experiences and professional understanding to look at how prison works, and should work, from an economist's perspective.



Vicky Pryce

### What was happening elsewhere?

The 2010 general election resulted in a hung parliament, with the largest party, the Conservatives, still 20 seats short of an overall majority. After the Labour Party failed to reach an agreement with the Liberal Democrats, Gordon Brown tendered his resignation as Prime Minister. David Cameron was appointed as his successor while a coalition deal between the Conservatives and Liberal Democrats was still being finalised.

Almost immediately the government announced an audit of spending commitments made during the final year of the previous Labour administration, and presented an emergency budget, featuring a 2.5% increase in VAT to 20% and a 25% reduction in public spending.

The 2010 general election resulted in a hung parliament, with the largest party, the Conservatives, still 20 seats short of an overall majority

# 2011

**Dates**

23<sup>rd</sup> July – 5<sup>th</sup> August

**Location**

Egrove Park

## AN INTENSELY COMPETITIVE YEAR

Egrove Park's extensive grounds were more used than ever in 2011, with the continuation of the regular football match between delegates and staff (evidently formalised with a trophy) and croquet matches, as well as a game of Jenga inside.

The syndicate groups also seem to have been unusually competitive this year, although exactly what the headlines in the mocked-up News of the World front page refer to is anybody's guess.





**Course Director**

John Pelton, Colonel, Ministry of Defence

**Senior tutor**

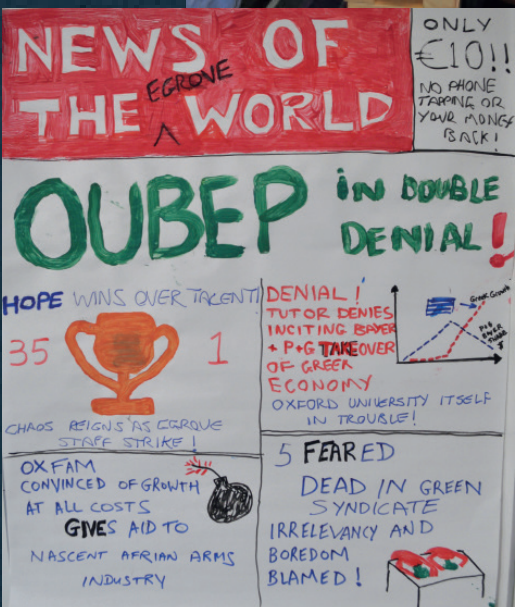
John Thanassoulis, Department of Economics & Christ Church

**Tutors**

Nicholas Fawcett, Lady Margaret Hall

Rui Esteves, Department of Economics & Brasenose College

Kevin Sheppard, Department of Economics & Keble College



**What was happening elsewhere?**

Following allegations that its journalists had hacked into the mobile phones of celebrities, politicians and high-profile crime victims over the last decade, it was announced that the News of the World would cease publication after its final edition on Sunday 10<sup>th</sup> July. This makes sense of the mock-up created by OUBEP participants.

Chancellor George Osborne's austerity measures continued, and were thought to be a factor in the violent protests following the fatal shooting of Mark Duggan by police in London. The riots were accompanied by looting, and spread to other towns and cities in England. More than 3,000 arrests were made, and 1,984 people were issued with criminal charges for various offences related to the riots.



# 2012



**Course Director**

John Pelton, Colonel, Ministry of Defence

**Senior tutor**

John Thanassoulis, Department of Economics & Christ Church

**Tutors**

Simon Cowan, Department of Economics & Worcester College

Rui Esteves, Department of Economics & Brasenose College

Kevin Sheppard, Department of Economics & Keble College

**Evening Speakers**

Terry Morgan, Crossrail

Kate Raworth, Oxfam

John Elkington, Volans

OUBEP celebrated its Diamond Anniversary at the Ashmolean Museum on 12<sup>th</sup> September 2012 with Lord Patten as the speaker



Lord Patten

## DIAMOND ANNIVERSARY CELEBRATED AT THE ASHMOLEAN

OUBEP celebrated its Diamond Anniversary at the Ashmolean Museum on 12th September 2012 with Lord Patten as the speaker, followed by a gala dinner at Balliol College. Lord Patten has been Chancellor of the University of Oxford since 2003. He is notable for having been the 28th and last Governor of Hong Kong from 1992 to 1997, during which he oversaw the final years of British administration in the colony and prepared for its transfer to China in 1997. His government significantly expanded the territory's social welfare programmes and introduced democratic reforms to the electoral system.

Net government debt of £1.004tn represented 64.2% of UK gross domestic product

### What was happening elsewhere?

After a double-dip recession at the beginning of the year, surprisingly good inflation and employment figures anticipated growth at the end of 2012, boosted by a £50,000,000,000 extension of the Bank of England's quantitative easing programme. Net government debt of £1.004tn represented 64.2% of UK gross domestic product.

But this was the year of sporting success, with Bradley Wiggins winning the 2012 Tour de France bicycle race, the first British rider ever to do so, and the 2012 Summer Olympics hosted in London. The USA topped the medals tally, with 47 golds and 104 medals overall.

# 2013

**Dates**

27<sup>th</sup> July – 9<sup>th</sup> August

**Location**

Egrove Park

**Course Director**

David Taylor, Accenture

**Senior tutor**

John Thanassoulis, Department of Economics & Christ Church

**Tutors**

Simon Cowan, Department of Economics & Worcester College

Rui Esteves, Department of Economics & Brasenose College

Kevin Sheppard, Department of Economics & Keble College

**Topical Economics Programme tutor**

Beata Javorcik, Department of Economics & Christ Church



## 'HOW YOU LOOK AT BUSINESS CHALLENGES HAS CHANGED'

Sourav Niyogi was a delegate this year; he was invited to return in 2018 to act as Course Director.

'The impact of OUBEP is not to do with the fact that you learn something and then you go away and start applying it tomorrow. OUBEP's influence is more "macro": it helps you to think in a very different way when you look at your business challenges and wider economic issues.

'I think you become more profound in your thinking through using learnt structures and concepts to analyse problems and challenges. This change starts in the OUBEP classroom but it continues to grow in you. Something about how you think and about how you look at business challenges has changed.'

The Conservative  
Party published a  
draft European Union  
(Referendum) Bill  
aimed at holding  
a referendum on  
Britain's membership  
of the European Union  
by 2017

### What was happening elsewhere?

Amid continuing austerity measures, the UK was downgraded by the ratings agency Moody's, losing its top AAA credit rating for first time since 1978.

The Conservative Party published a draft European Union (Referendum) Bill aimed at holding a referendum on Britain's membership of the European Union by 2017. Prime Minister David Cameron had previously said that a referendum would be held if he could renegotiate the terms of Britain's EU membership.

Rising energy prices became a cause for concern. Former Prime Minister Sir John Major called for the government to levy a windfall tax on energy companies, while Prime Minister David Cameron claimed that green energy taxes had pushed up household bills to 'unacceptable' levels.

# 2014

**Dates**

19<sup>th</sup> July – 1<sup>st</sup> August

**Location**

Egrove Park

## A SECOND YEAR OF THE TOPICAL ECONOMICS PROGRAMME

Starting in 2013 the programme seems to have introduced a new element: the Topical Economics Programme. This was a one-day programme on a specific contemporary theme, to which delegates from the previous year were invited. It was probably a new twist on the old Review Course, which lasted three days.

A delegate from P&G said: 'The course is extremely well organised and there have been many opportunities for networking and general cultural enrichment in Oxford. Evening speakers were really fascinating – a great selection, good diversity in style and approach, and very relevant to the course.'

**Course Director**

Bruce Morrison, Vice President, GSK

**Chair of the Steering Committee**

Patrick Thomas, Covestro

**Senior tutor**

Rui Esteves, Department of Economics & Brasenose College

**Tutors**

Simon Cowan, Department of Economics & Worcester College

Beata Javorcik, Department of Economics & Christ Church

Howard Smith, Department of Economics & Keble College

**Topical Economics Programme syndicate tutor**

John Thanassoulis, Professor of Financial Economics,  
Warwick University

**Speakers**

Sir John Armit, Chairman, Olympic Delivery Authority

Caio Koch-Weser, Vice Chairman, Deutsche Bank Group

Tom Ling, Head of Innovation, Impact & Evidence, Save the Children

Andrew McLaughlin, Group Director, RBS





“

The course is extremely well organised and there have been many opportunities for networking and general cultural enrichment in Oxford

A delegate from P&G, 2014

**What was happening elsewhere?**

The Bank of England refused to bow to pressure to raise interest rates, even when UK unemployment fell to 7.1%. (It had said it would consider an increase once unemployment reached 7%.)

Meanwhile, research suggested a widening economic gap between London and the rest of the UK, with ten times more jobs being created in the capital than elsewhere.

The Ebola epidemic in parts of West Africa was described by the World Health Organisation as ‘the most severe acute public health emergency seen in modern times’. Intense contact tracing and strict isolation largely prevented further spread of the disease in the countries that had imported cases.



# 2015

**Dates**

18<sup>th</sup> July – 31<sup>st</sup> July

**Location**

Egrove Park



**Course Director**

Anne Bajorek, RedR

**Chair of the Steering Committee**

Patrick Thomas, Covestro

**Senior tutor**

Rui Esteves, Department of Economics & Brasenose College

**Tutors**

Simon Cowan, Department of Economics & Worcester College

Beata Javorcik, Department of Economics & Christ Church

Howard Smith, Department of Economics & Keble College

**Topical Economics Programme tutor**

John Thanassoulis, Professor of Financial Economics,  
Warwick University

**Speakers**

Geoff French, RedR

Mike Jakeman, Economist Intelligence Unit

Andy Mitchell, Thames Tideway

Kathleen Parsons, Oxfam

Martin Weale, Bank of England





One of the key insights  
that I remember is the  
importance of education  
in increasing productivity  
and social mobility

Margarita Deeble, 2015 delegate

## SURPRISING INSIGHTS

Margarita Deeble, who attended OUBEP in 2015, said about the experience: '... the ideas that really stuck with me were really not what I had imagined I would be learning about on an economics programme. One of the key insights that I remember is the importance of education in increasing productivity and social mobility.... As I come from a developing country I have always known that education is important, but seeing the hard facts was very powerful.'

'A session on climate change was even more eye-opening. Like everyone else, I think, I had accepted the idea that oil supplies are dwindling. To be shown that we are going to run out of ozone layer before we run out of oil was absolutely jaw-dropping.'

In the General

Election of 2015, the  
Conservative Party won  
an outright majority

### What was happening elsewhere?

In the General Election of 2015, the Conservative Party won an outright majority, securing David Cameron a second term in office.

While the leaders of Labour, the Liberal Democrats and the UK Independence Party all announced their resignations after their electoral defeats. UKIP's Nigel Farage was persuaded back after 'overwhelming evidence' that members of his party disagreed with his decision to quit.

Chancellor George Osborne continued with his austerity programme, despite widespread demonstrations against it in key cities. He called for £20,000,000,000 of cuts to Whitehall budgets, asking departments to create savings plans of between 25% and 40% of their budgets.





# 2016

**Dates**

13<sup>th</sup> July – 29<sup>th</sup> July

**Location**

Egrove Park

## LONG-TERM SUPPORTERS CONTINUED THEIR RELATIONSHIP WITH OUBEP

A measure of the success of the programme is the number of companies and other organisations that send delegates year after year. Dean Blackman attended the programme in 2016, nominated by long-term supporter GSK. He said: 'Overall excellent. Perfect balance of lectures, context, putting some theory into practice and social activities – also some really interesting after dinner speakers.'

Meanwhile, Accenture, which continues to nominate delegates for the summer programme as well as supporting a newer series of seminars and other events, was represented by Simon Eggers: 'OUBEP is a great course: I will definitely benefit from the content and it will change my thinking about business challenges. I want to thank the OUBEP team for an exceptional 14 days.'

**Course Director**

Simon Watson, RBS

**Chair of the Steering Committee**

Patrick Thomas, Covestro

**Senior tutor**

Rui Esteves, Department of Economics & Brasenose College

**Tutors**

Peter Eso, Department of Economics & Jesus College

Beata Javorick, Department of Economics & All Souls College

Kevin Sheppard, Department of Economics



“

OUBEP is a great course: I will definitely benefit from the content and it will change my thinking about business challenges

Simon Eggers, Accenture



### What was happening elsewhere?

After intense renegotiations on the UK's relationship with the EU, Prime Minister David Cameron announced that the UK would vote on whether to remain in the EU in a referendum held on Thursday 23<sup>rd</sup> June.

In a record voting turnout of 72%, 'Leave' won by the narrow margin of 51.9% to 48.1%. David Cameron resigned, claiming that 'fresh leadership' was needed, and the stock market plunged more than 8%, with the pound falling to its lowest level against the dollar since 1985. Cameron was succeeded as Prime Minister by the former Home Secretary, Theresa May.

In the USA, Donald Trump was elected as the 45<sup>th</sup> President.

# 2017

**Dates**

15<sup>th</sup> July – 28<sup>th</sup> July

**Location**

Egrove Park



“

There were moments on the programme when  
I achieved real breakthroughs in my thinking

Ruth Crowell, London Bullion Market Association



## WELCOMING DELEGATES FROM CHARITIES AND NONPROFITS

In 2017 the Department of Economics officially took over the management of the Oxford University Business Economics Programme, and started work on rebranding and repositioning the course.

Features such as the Topical Economics Programme continued, while the scholarship scheme, which funded places for delegates from charities and nonprofits, that would otherwise not be able to afford the programme fees, gained a higher profile. This year, delegates attended from the Asia Society for Social Improvement and Sustainable Transformation (ASSIST), Great Ormond Street Hospital, and the Tony Blair Africa Governance Initiative.

Ruth Crowell from the London Bullion Market Association was also a delegate. She said: 'There were moments on the programme when I achieved real breakthroughs in my thinking: I realised, for example, that there is a public service element to economics which is certainly not how I perceived it originally.'

### Course Director

Stefan Gehring, Head of Law, Patents & Compliance, Bayer

### Chair of the Steering Committee

Richard Northcote, Covestro

### Senior tutor

Rui Esteves, Department of Economics & Brasenose College

### Tutors

Peter Eso, Department of Economics & Jesus College

Beata Javorcik, Department of Economics & Jesus College

Kevin Sheppard, Department of Economics

### Speakers

Peter Bensing, Jr., Bartlit Beck Herman Palenchar & Scott LLP

Robin Bew, Economist Intelligence Unit

Lothar Ehring, European Commission

Gabriel Glöckler, SCB

Alison Munro, HS2

Nigel Sheail, Novartis



Alison Munro

Alison Munro, CEO of HS2, gave a talk this year. Her successor, Mark Thurston, would go on to give a talk to our 2022 cohort

### What was happening elsewhere?

In the UK the political fallout from the 'Brexit' vote continued, with Prime Minister Theresa May calling a snap General Election which resulted in a hung parliament. The Conservatives remained the largest party, but did not have enough seats for a majority. A confidence-and-supply deal was agreed with the Democratic Unionist Party.

In the US, the new Trump administration froze all new research grants and contracts for the Environmental Protection Agency and President Trump signed a set of executive orders that would initiate the construction of a wall on the US-Mexico border. The President also introduced the concept of 'fake news' to the lexicon.







For the first time, OUBEP actively encouraged social media engagement on LinkedIn and started to develop strategies to raise its profile

**Course Director**

Sourav Niyogi, Managing Director, Accenture

**Chair of the Steering Committee**

Richard Northcote, Covestro

**Senior tutor**

Rui Esteves, Department of Economics & Brasenose College

**Tutors**

Peter Eso, Department of Economics & Jesus College

Beata Javorcik, Department of Economics & All Souls College

Michalis Rousakis, Department of Economics & Merton College

**Speakers**

Lord Victor Adebawale, Turning Point

John Ferguson, Economist Intelligence Unit

Peter Lacy, Accenture Strategy

Angus McCallum, Metropolitan Police Service

Martin McCann, REDR UK

Mark Spellman, World Economic Forum

**What was happening elsewhere?**

A leaked government paper showed that Brexit would damage the UK economy no matter what kind of deal was agreed, with up to 8% of GDP growth likely to be lost within fifteen years.

Nevertheless, Prime Minister Theresa May ploughed on with attempts to agree a deal, losing more than 15 votes, enduring many rebellions, and surviving a confidence vote. Anti-Brexit campaigners marched through central London demanding a final vote on any UK exit deal.

There were further protests when US President Donald Trump visited the UK. These featured a six-metre-tall 'Trump baby' blimp flown over Westminster.





# 2019

**Dates**

13<sup>th</sup> – 26<sup>th</sup> July

**Location**

Egrove Park

## 'NOBODY CAN IGNORE THE WIDER ECONOMIC ENVIRONMENT'

The Topical Economics Programme this year looked at 'AI and the Labour Market', covering the impact of AI on the professions and on job quality, some of the latest developments in AI, and an evaluation (in economic terms) of some of the proposed 'solutions', such as a 4-day week and UBI.

Senior tutor Rui Esteves arguing for the crucial role of economics thinking in business: 'Nobody can ignore the wider economic environment. To be more effective in your decision-making, you need economic knowledge, as well as a collection of tools and creative thought-processes to help you react and adapt to the economy. These are the skills that OUBEP teaches.'

A new website for the programme was launched, reflecting OUBEP's new branding and visual identity.

**Course Director**

Michael Thomas, Global Market Strategy & Planning Manager, P&G Chemicals

**Senior tutor**

Rui Esteves, Department of Economics & Brasenose College

**Tutors**

Alex Teytelboym, Department of Economics & St. Catherine's College

Michalis Rousakis, Department of Economics & Merton College

Petr Sedláček, Department of Economics & Christ Church College

**Chair of the Steering Committee**

John Downie, Accenture

**Speakers**

Robin Bew, Economist Intelligence Unit

James Fry, LMC International

Peter Lacy, Accenture Strategy

Phil Wilbraham, Expansion Programme Director Heathrow

Rob Williams, General Manager, Procurement, BT Plc

A new website for the programme was launched reflecting OUBEP's new branding and visual identity



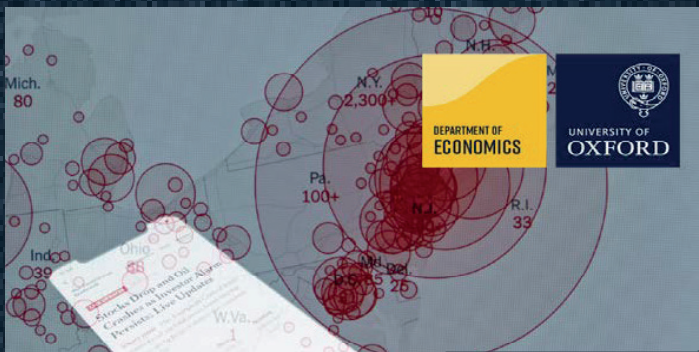
**What was happening elsewhere?**

Disagreement about how to proceed with withdrawing from the EU led to significant political turmoil in the UK, resulting in the resignation of Theresa May, who was succeeded as Prime Minister by Boris Johnson. A prorogation of parliament, later deemed unlawful, followed, and a General Election in which a heavily Brexit-focused Conservative party gained a significant majority. The possibility of a hard border between Northern Ireland and the Irish Republic remained a sticking point in any possible deal with the EU.

During a brief pause in Brexit debates, Theresa May announced a legally binding target to reach net zero greenhouse gas emissions by 2050, making the United Kingdom the first major industrialised nation to propose this goal.



# 2020



THE OXFORD UNIVERSITY BUSINESS ECONOMICS PROGRAMME PRESENTS

## THE ECONOMICS OF A PANDEMIC




An Economics breakfast series of 6 lectures and Q&A to present cutting edge research on the short and long term impact of COVID-19.

### STARTING FRIDAY 22ND MAY 8.30AM

What are the Impacts of the Covid-19 crisis on Individuals and businesses? How will the crisis affect the labour market, startups, growth and Inequalities?

In this brand new 6-part series, The Oxford University Business Economics Programme presents the latest research by world-class academics on topics of immediate relevance to business leaders, to inform their decisions during and after the crisis.

Join us every other Friday for a virtual breakfast-lecture with Q&A. Bring your own coffee!

-  Every other Friday between 22nd May and 31st July. 8.30am -10am
  -  Virtual - link will be sent out upon registration
  -  Corporate access (Unlimited number of employees to the full series): £950
- Individual package: £99 for the series or £19 per lecture  
Students and NGOs: FREE  
Register [here](#)

## OUBEP IN LOCKDOWN

Due to the COVID-19 pandemic, the OUBEP summer programme was cancelled. However, just before the country went into lockdown, OUBEP ran its first one-day intensive course, picking the subject, 'Mind the Gap! The Economics of Diversity' which coincided with International Women's Day. Education advocate and Nobel Peace Prizewinner Malala joined this event.

Instead of the summer programme there were two online lecture series: 'The Economics of a Pandemic and the Economics of Discrimination'. These asked questions such as: 'How will the COVID crisis affect the labour market, startups, growth and inequalities?' 'How does parental income or the lack of, affect a person's chances of future success?' And 'how is technology impacting changes in the labour market and could it contribute to an increase in equal employment opportunities?'

### Chair of the Steering Committee

John Downie, Accenture

### 'Mind the Gap! The Economics of Diversity' speakers

Prof. Renée Adams, Saïd Business School, University of Oxford  
Dr Alice Schoonbroodt, Terry College of Business, University of Georgia  
Katrine Marçal, author of Who Cooked Adam Smith's Dinner?  
Prof Neil Lee, Associate Professor of Economic Geography, The London School of Economics and Political Science (LSE)  
Vanessa Vallely, OBE, Founder of We Are the City



Education advocate and Nobel Peace Prizewinner Malala Yousafzai joined this event



# Mind the Gap! The Economics of Diversity

An intensive one-day masterclass for senior leaders presented by the Oxford University Business Economics Programme

Thursday 5 March 2020

What are diversity gaps? How prevalent are they? And how costly are they for individuals, companies and economies? What can be done to close them?

Join us for a day of in-depth analysis, discussion, and debate, with speakers including:

- Prof. Renée Adams, Saïd Business School, University of Oxford
- Dr Alice Schoenbrodt, Terry College of Business, University of Georgia
- Katrine Margal, author of *Who Cooked Adam Smith's Dinner?*
- Prof Neil Lee, Associate Professor of Economic Geography, The London School of Economics and Political Science (LSE)
- Vanessa Vallely, OBE, founder of We Are the City

Thursday 5 March 2020, 8.30am to 6pm

St Anne's College, Oxford

Followed by a networking drinks reception between 6pm and 8pm

£1,100

To register visit [here](#)

## What was happening elsewhere?

After Boris Johnson's EU withdrawal deal successfully completed its passage through parliament and was signed by both parties, the UK left the European Union at the end of January 2020 and began an 11-month transition period, during which it remained in the Single Market and Customs Union.

Countries around the world endured various levels and lengths of lockdown in an effort to control the spread of the COVID-19 virus. In the UK, Chancellor of the Exchequer Rishi Sunak presented a budget which included £30 billion in measures to protect the economy from the effects of the pandemic. However, this did not prevent widespread economic turmoil.

The UK left the European Union at the end of January 2020 and began an 11-month transition period



# 2021

**Subtitle of programme**

Markets & the Globalised Economy

## THE SUMMER PROGRAMME MOVES FULLY ONLINE

Due to national lockdowns, the course took place fully online for the very first time. Delegates had access to 12 hours of lectures, four hours of syndicate discussions and a weekly one-hour Q&A session on the topic of 'Markets and the Globalised Economy'.

There were also two online lecture series: 'The Economics of Post-Crisis Recoveries', which explored what a potential recovery from the pandemic could look like; and 'The Economics of Sustainability', which took place during the run-up to COP26. Delegates heard from a panel of experts on the key economic factors at play in the energy transition and the road to NetZero. Delegates were also able to access the latest research by economists from the World Bank.



Due to national lockdowns, the course took place fully online for the very first time

Oxford University Business Economics Programme Markets & The Globalised Economy

"HIGH QUALITY ACADEMIC AND BUSINESS PERSPECTIVE FROM NEW ANGLES. GREAT INSIGHT."

## WHAT IT COVERS

**MICROECONOMIC TOPICS**

- Laws of supply and demand
- Markets and their failures
- Externalities and missing markets
- Market power and competition
- Strategic interaction and pricing
- Information asymmetry and signalling

**MACROECONOMIC TOPICS**

- Growth and Innovation
- Entrepreneurship and startups
- Inequality within and across countries
- Recessions and how to fight them
- Economic cycles and their costs
- Central bank and government policies



## LECTURE PROGRAMME

**MICROECONOMIC TOPICS**

With Abi Adams-Prassl and Alex Teytelboym

**Markets and their failures**

- Do minimum wages increase unemployment?
- The economics of vaccines
- What can economics tell us about saving the planet?

**Market power and competition**

- Where else can you buy this? Understanding market power
- What economics of Information tells us about Investment
- Bidding in an auction? How to stay ahead with game theory

**MACROECONOMIC TOPICS**

With Andrea Ferrero and Petr Sedláček

**Recessions and how to fight them**

- One crisis after the next
- How do central banks deal with crisis?
- Will the Biden plan cause inflation?

**Growth and Innovation**

- Will COVID leave a permanent economic scar?
- Where has all the growth gone?
- Entrepreneurship, jobs and Innovation

### COURSE TIMELINE

1st June Kick off call	Week of 12th July Syndicate 1 (2hr)	Week of 6th Sept Syndicate 2 (2hr)	24th Sept Graduation
Lecture released every Monday for 6 weeks		Lecture released every Monday for 6 weeks	
TA available every week			
Groups of 3-4 collaborate on a common challenge			

Syndicate groups will happen in weeks of 12th of July and 1st of September. We will try to accommodate personal preferences and time zones as much as possible. Exact timing will be confirmed shortly after registration.

**Senior tutor**

Petr Sedláček, Department of Economics & Christ Church College

**Tutors**

Abi Adams-Prassl, Department of Economics, Oxford  
 Alex Teytelboym, Department of Economics & St. Catherine's College  
 Andrea Ferrero, Department of Economics & Trinity College

**Chair of the Steering Committee**

John Downie, Accenture

**What was happening elsewhere?**

COVID continued to cause havoc on a global scale, affecting travel, businesses, communications, and the future of office life. In a triumph of collaboration, scientific research, and regulation, a number of vaccines were approved and rolled out – though not without pockets of resistance from conspiracy theorists.

As legal restrictions began to be lifted, the business world faced two new phenomena: the rise of 'hybrid' working, in which former office workers divide their working time between home and the office, and 'The Great Resignation', leading to record highs in job vacancies and the start of a widespread 'war for talent'.

# 2022

**Subtitle of programme**

Fundamental Economics:  
Economics for Business Success

**Dates**

10<sup>th</sup> July – 15<sup>th</sup> July

**Location**

Keble College

“

Fascinating,  
collaborative  
and fun!

Jennifer Douglas, Shell





## BACK IN PERSON, AND BACK TO KEBLE COLLEGE

As well as being the year of OUBEP's 70<sup>th</sup> anniversary, 2022 marked the reinstatement of the in-person programme after two years of lockdown. The course – titled 'Fundamental Economics: Economics for Business Success' – was hybrid for the first time ever. Online participants were given access to all of the online lectures and to tutor drop-in sessions. Meanwhile, the in-person programme returned to Oxford city centre after years at Egrove Park, Kennington, taking place at the brand-new H. B. Allen Centre, Keble College.

Jennifer Douglas from Shell summed up her experience: 'Fascinating, collaborative and fun! It was great to spend a week with people from a diverse group of companies who are all thinking the same way, which is, how can we take the learnings from this week and make our companies better? Especially in the current times, with so many changes in the external world – how do we make sure our businesses are profitable and resilient?'

### Course Director

Alberto Navarretta, CFO of Versalis

### Chair of the Steering Committee

John Downie, Accenture

### Senior tutor

Petr Sedláček, Department of Economics, Oxford & University of New South Wales, Australia

### Tutors

Alex Teytelboym, Department of Economics & St. Catherine's College

Abi Adams-Prassl, Department of Economics

### Speakers

Joe Perkins, Compass Lexecon

Mark Thurston, CEO, HS2

Claire Davenport, CEO, notonthehighstreet.com

### What was happening elsewhere?

At the time of writing, 2022 looks likely to be 'The Year of Three Prime Ministers' in the UK. Having seemingly walked away from a succession of scandals with his popularity intact – including evidence of parties in Downing Street during lockdown – Boris Johnson finally stepped down following a wave of ministerial resignations.

Liz Truss was elected to succeed him and, after the UK was plunged into two weeks of official mourning following the death of Queen Elizabeth II, she and her Chancellor Kwasi Kwarteng introduced a disastrous 'mini-budget' featuring a raft of unfunded tax cuts. Truss sacked Kwarteng as Chancellor on the 14th October, which was then followed by her own resignation on 20<sup>th</sup> October.



# 2023

**Subtitle of programme**

Economics for Business Leaders

**Dates**

9<sup>th</sup> July – 14<sup>th</sup> July

**Location**

Keble

**Course Director**

Claire Hamlin, Partner, Q5

**Chair of the Steering Committee**

John Downie, Accenture

**Senior tutor**

Alex Teytelboym, Department of Economics & St. Catherine's College

**Tutors**

Abi Adams-Prassl, Department of Economics

Sergio De Ferra, Department of Economics & Brasenose College

**Speakers**

Jane Arnold, Venture Partner at Momenta

Nick Smallwood, Chief Executive Officer of the Infrastructure and Projects Authority

Mark Workman, Director at Foresight Transitions Ltd

“

My understanding of economics compared to when I came in is outstanding!

Martin Talbot, Jacobs



For the first time since 1997 we had a full 30 delegate cohort for OUBEP





## A JAM-PACKED YEAR FOR OUBEP!

In 2023, OUBEP experienced a remarkably busy year. For the first time since 1997, the summer programme boasted a full cohort of 30 delegates, which included two new companies, bringing fresh perspectives to the table. Moreover, there was a significant policy focus with a delegate from the cabinet office, reaffirming OUBEP's commitment to addressing real-world economic challenges. Another milestone was achieved through our first trade body partnership with a delegate from UK Finance, fostering collaborations in the financial sector.

Additionally, OUBEP successfully completed the 8th conduct of 'The Economics of Climate Change,' reflecting our continued dedication to sustainability and environmental economics. Furthermore, the seminar series on diversity made a triumphant return, with a thought-provoking event titled 'The Economics of Intersectionality!' This session delved into how our identities intertwine and explored the economic consequences of such intersections, featuring a keynote speech by Adia Washington.

### What was happening elsewhere?

In 2023, the world experienced a robust economic recovery, supported by targeted stimulus packages and significant technological advancements in e-commerce, renewable energy, and artificial intelligence, leading to job creation and increased investments.

However, geopolitical tensions and trade disputes created uncertainties, impacting international commerce and reshaping trade relationships.

The year also saw a notable focus on sustainable development, with governments and corporations increasing investments in clean energy and eco-friendly initiatives, paving the way for a greener economic future.



# LIST OF DELEGATES

## 1953

J Ayres, Course Director  
 T.M Broom, Reynold & Coventry Chain Co. Ltd.  
 R.A.J. Fowler, Esso Petroleum  
 J.D. Gillies, Unilever Ltd.  
 J.P Gregory, Cadbury Brothers Ltd.  
 C. Murrey, Arthur Guinness Son and Co.  
 S. Lowrie, Shell  
 D.S. Allison, The Manufacturer Life Insurance.  
 G. Bales, The A.P.V. Co.  
 R.L. Boland, Rabone, Peterson & Co. Ltd.  
 A.J.H. Boose, Shell Petroleum  
 W. Britain, Imperial Chemical Industries  
 R.G.M Cawson, Patters Ltd.  
 C.J Coleman, Pilkington Brothers  
 L.H. Coley, Radiation Ltd.  
 L. Dove, British Belting and Asbestos  
 D.A. Ellis, Northern Aluminium Co.  
 P.T.A Goddard, Radiation Ltd.  
 R.B. Godfrey, Kuwait Oil Co.  
 R.S Helliwell, Simon-Carves Ltd.  
 R.W.G Jarvie, Babook & Wilcox  
 I.H. Langlands, Vickers Armstrong Ltd  
 P.F. Lewis, Northern Aluminium Co.  
 W.C.J McCall, Chance Brothers  
 A.G. McKay, Dunlop Rubber Co.  
 I. Mathieson, British Oil & Cake Mille  
 A.F.B Milligan, Bristol Aeroplane Co. Ltd.  
 S.P. Morse, Tootal Broadhurst Lee Co. Ltd.  
 D.R. Mott, Imperial Tobacco Co. Ltd.  
 P.M Newey, South Eastern Gas Board  
 P.J O'Shea, British Nylon Spinners  
 L.R Pinott, Esso Petroleum  
 J.T Smith, Smith & Wellstood  
 A.W Taylor, Vickers Armstrong Ltd.  
 C.H. Tidbury, Whitbread & Co.  
 R.E. Utiger, Courtalds Ltd.  
 W.R. Webb, Taylor Woodrow Plant Co. Ltd.  
 F. Westwell, Brush Electrical Engineering Co.  
 G. White, Taylor Woodrow Plant Co. Ltd.  
 R.B. Wilkinson, Bristol Aeroplane Co. Ltd.

## 1954

F Bagnall, Course Director

## 1955

C de Boinville, Course Director  
 G Bullard  
 A Butterworth  
 L Cook  
 J Duncan  
 A Jones  
 D Rooke  
 M Simmonnds

## 1956

B Goodfellow, Course Director  
 KR Anderson, Anderson, Green & Co.  
 JN Barlett, John Gardner (London) Ltd.  
 W Brown-Lee, Tronoh Tin Mines Ltd.  
 GR Burn, Engineering & Allied Employers W. of England and Assoc  
 GR Burt, British Transport Commission  
 AG Burnaby Atkins, Whitbread & Co.  
 RP Cotton, Bristol Aeroplane Co. Ltd.  
 NE Darlow, National Coal Board  
 MG Davis, I.C.I. Ltd.  
 EF Duncan, B.I Callenders Cables Ltd.  
 J. Eddyshaw, South Wales Electricity Board  
 NS Fisher, Briggs Motor Bodies Ltd.  
 DW Foscoe, S Smith & Sons Ltd.  
 DAA Gray, Imperial Tobacco Co.Ltd.  
 PL Gregor MacGregor, United Africa Co. Ltd.  
 PG Hall, Esso Petroleum  
 DG Hearn, Associated Ethyl Co Ltd.  
 JH Jennings, Martin's Bank  
 AF Jessop, Appley-Frodingham Steel Co.  
 RJ Leclercq, Courtlauds Ltd.  
 DW Livingstone, Allbright & Wilson Ltd.  
 WE Marshall, Head - Wrightson Machine Co Ltd.  
 ADC McKie, Lloyds Bank Ltd  
 BE Moody, VGB Manufacturer Ltd  
 TM Marburgh, Thomas Headley & Co. Ltd.  
 N Parsons, Board of Trade  
 GO Probert, Somervell BRB Ltd.  
 JA Salter, B.N. Spinners Ltd.  
 JCO Sinclair, Spillers Ltd.  
 NA Spink, Platt Bros  
 JA Stewart, Armstrong Cork Co. Ltd.  
 K Summersgill, NW Gas Board  
 GH Tarrant, British Celanese Ltd.  
 PD Taylor, Simon-Carves Ltd  
 JS Thompson, Durham Chemicals Ltd.  
 GC Valentine, FC Pritchard Wood & Partners Ltd.

HJ West, Boom Ltd  
 KW Wright, Equity & Law Life Assurance Society  
 AR Wyatt, Cav Ltd  
 PA Burdon, Lockhead Hydraulic Brake Co. Ltd.  
 PA Grannell, London Transport Executive  
 PA Gray, Imperial Tobacco Co.Ltd  
 RD Kendon, E. Midlands Electricity Board  
 GF Lawrence, Shell-Mex & BP Ltd  
 RTG Platt, Ford Motor Co. Ltd  
 WT Robinson, Westminster Bank

## 1957

D Mynors, Course Director  
 M.H. Akeroyd, Laport Chemicals  
 C.L. Brain, Ilford Ltd.  
 H.L Brecknell, Charles W. Brecknell  
 J.H Remridge, John Swire & Sons  
 H.H. Chambers, Lockheed Hydraulic Brake Co.  
 P.J. Cleasey, W. & T.Avery  
 A Dale, Stanton Ironworks  
 C.M.E. Davson, Booker Bros McConnell  
 K.H. Dixon, Turner Bros Asbestos  
 R.C. Gussin, Spicers Ltd.  
 T Guthrie, Thos de le Rue  
 A.R Guy, Courtaulds  
 U Hallam, National Coal Board  
 J Harrap, Textille Machinery Makers  
 P.G. Harvey, Imperial Chemical Industries.  
 T Heywood, Thos Hedley  
 D.I.S. Hinton, B.I Callenders Cables Ltd.  
 A.E. Hooley, B.U. Shoe Machinery Co.  
 J.A.C Hosegood, Spillers Ltd.  
 G Hulse, Monsanto Chemicals  
 D.W Lomax, William's Deacon Bank  
 J.D. Lumsden, Jute Industries  
 K.R. Mayhook, Morgan Crucible  
 J. Metcalfe, Tube Investments  
 N.G.E Dunlop, De Havilland Aircraft  
 H. Jones,, British Transport Commission  
 J.A. Moxham, National Coal Board  
 D.E. Turner, John Lewis & Co.  
 L.A Whittome, Bank of England  
 P. Wright, Yorkshire Copper Works

## 1958

A Nicol, Course Director

## 1959

J Creek, Course Director  
 V Anand, Killick Nixon & Co. (Bombay)  
 M Balfour, Bank of England  
 J Bear, Simon Handling Engineers  
 J Bennett, Thom Hedley & Co.  
 J Bloor, W & T Avery  
 R Bowes, Ford Motor Co  
 McM Chalmers, Rhokana Corporation  
 P Clemow, Unilever  
 J Cornwell, British Transport Commission  
 P Cox, W & R Jacob  
 H Cox, Brown & Polson  
 F Cuthbert, B. P. Refinery (Kent)  
 F Dixon, L Derlling Ltd  
 J Dobson, Martins Bank  
 D Douglas, Unilever  
 P Duncan, H. M. Treasury  
 G Fairtlough, Shell Chemical Co.  
 D Falconer, British Petroleum Co.  
 D Forward, Board of Trade  
 J Gedies, Cape Asbestos Co.  
 L Hall, Scottish Agricultural Industries  
 J Haslett, Linen Thread Co.  
 R Hayward, Midland Silicones  
 W Heath, Henry Hope & Sons (Smethwick)  
 A Hobhouse, Alfred Holt & Co.  
 F Innes, S. Smith & Sons  
 L Irvine, Fibreglass  
 A Jones, Stone-Wallwork  
 N Julier, Geltsdale Textile Industries Ltd.  
 M Keen, Rolls Royce (Aero Engines Division)  
 A Lafone, Butler's Wharf  
 A Lawrence, B. I. Callender's Cables  
 D Levoi, Associated Ethyl Co.  
 K Marsien, Baker Perkins  
 W Memory, Wiggins Teape & Co.  
 H Newsom, Crompton Parkinson  
 W Nicholls, Vauxhall Motors  
 J Norrie, Astral Equipment  
 J Palette, British Transport Commission  
 N Parham, Albright & Wilson  
 A Potter, Vauxhall Motors  
 D Reid, Imperial Chemical Industries.  
 R Settle, Henry Simon  
 DR Shepherd, Ferranti  
 D Simpson, Borax Consolidated  
 B Smith, Pressed Steel Co.  
 D Smith, Dunlop Rubber Co.  
 G Stiley, Girling  
 R Thornburn, Brown & Polson

## 1960

E Mayne, Shell, Course Director  
 David Snoxall, Unilever plc  
 David Snoxall CBE, Legal - retired  
 Sir Adrien Swire, Butterfield & Swire

## 1961

M Smith, Evans Medical Ltd., Course Director  
 Maurice Kench, Equity & Law  
 James Smith, James Smith Fuel Services Ltd.  
 F.A Broadbent  
 E. Clarkson  
 H.H Dawson  
 G.Foster  
 c.Houghton  
 M. Kenoh  
 B.W Scott

## 1962

J Raper Bingham, Joy-Sullivan Ltd.,  
 Course Director  
 John Frederick, Edward Billington & Son Ltd.  
 Nicholas James, MG Consulting Ltd.  
 Robert Lintott, Esso Petroleum Co. Ltd.  
 David Scholey CBE, Walburgh Dillon Read  
 David Shalit  
 Jeremy Simpson, MSU Corporation  
 John Cooper  
 James Sambidge  
 Colin Corness  
 Stanley Loveday  
 Peter Fawkes  
 James Alan  
 Vicount Southwell

## 1963

G Graham, Course Director  
 G.S Alexander  
 K.T.G Atkins  
 F.W.P Bently  
 J.A. Carver  
 F.R. Langham  
 N.A Laws  
 D.G Edwards  
 J.U.C Hill

## 1964

Peter Parker (Sir), Course Director  
 Christopher Abram Milk Marketing Board  
 Willaim Adsetts Fibreglass Ltd.  
 John Lens Allan The Nestle co. Ltd.  
 Malcom Barker William Kenyon & Sons  
 George Briggs Courtaulds  
 George Brooks District Bank  
 John Browning BASF Chemicals  
 John Butler BIP Chemicals  
 Arthur Cains Esso  
 Anderson Carr Van Den Berghs  
 Malcom Clark G Boake Roberts & Co.  
 David Clarke Brown & Polson Ltd.  
 Peter Collinson Van Den Berghs  
 Stuart Cowan R. Silcock & Sons Ltd.  
 Thomas Crossley Presso Steel Co. Ltd.  
 Michael Ellison Martins Bank Ltd.  
 Alan Richard Mobil  
 John Fox Charrington & Co. Ltd.  
 Douglas Garland The Care Asbestos Co. Ltd.  
 David Gibbons BP Transfer Co. Ltd.  
 Philip Goddard Splillers Ltd.  
 Stewart Hamilton Rolls Royce  
 Richard Hobbs Shell  
 Gerald Horner Rowe Reeve & Co.  
 John Ingleton London Transport Board  
 David Lockhart The British Oil  
 Paul Masden IMP Chem Ind.  
 John Miramms Shellmex & BP  
 Robin Moore Rolls Royce  
 William Moule Bank of England  
 Andrea Noble ICI  
 David Norris BNS Ltd.  
 John Osbourne P & G  
 John Oxley British Railways Board  
 David Page Central Electricity  
 Generating Board  
 Wonel Ross Ford  
 Neil Shaw Tale & Lyle  
 Ronald Stone Ford  
 Norman Tappins ICI  
 Henry Tocher Bank of Scotland  
 John Todd Ministry of Labour

John Trussler Kyle Stewart Contractors Ltd  
 Dennis Ward Dairy Product Packers Ltd.  
 Robin Watts Bristol Siddeley Eng  
 Peter Wesbster Unilever Ltd.  
 John Lockman Kimberly Clark Ltd.  
 Nobuo Yokota Mitsubishi Shqjikkashua Ltd.

## 1965

John Nash, Republic National Bank,  
 Course Director  
 Michael Ashburner  
 J Hazelwood, Unilever plc  
 Gerald Landers, The Landers' Consultancy Ltd.

## 1966

M Anson, Course Director  
 Colin Brooks, Colin Brooks Associates Ltd.  
 Sir Richard Greenbury, Marks & Spencer plc

## 1967

R O'Brien, Course Director  
 R Guinness, Guinness Packaging  
 Sir Michael Heron, Post Office  
 Ian Lawrie, John Lewis Partnership  
 Julian Osborne, Insitutue of  
 Chartered Accountants

## 1968

L Pincott, Course Director  
 John Batterbee, Manufacturing  
 R Davison, Equity and Law  
 Rod O'Donoghue

## 1969

R Griffiths, Course Director  
 D Cawthra, Tarmac Construction Ltd.  
 Robin Fox CBE, Lombard Risk Systems Ltd.  
 John Garnett, Laird Secirity Systems  
 John Hagestadt  
 B Harrison  
 Roger Steadman, K P Steadman  
 Brian Sutcliffe  
 Hugh Sykes  
 David Wansbrough, Argonaut Solutions

## 1970

R Baldwin, Course Director  
 Peter Adams, Tarmac Construction Ltd.  
 Ian Farnsworth, National Westminster Bank plc  
 Peter Mobsby, Ennogese Ltd.  
 Barry North  
 David Robinson, Van den Bergh Foods Ltd.  
 Edward Smith

## 1971

D Hanson, D G Hanson Ltd.,  
 Course Director  
 John Potter, Inland Revenue  
 Graham Smith  
 Philip Wilkinson

## 1972

P McGregor, Course Director  
 Michael Atkinson, National Coal Board  
 James Bateman, Newman Electric Motors Ltd.  
 Peter Bayfus, Yardley International Ltd.

James Birrell, The Halifax Building Society  
 Derek Bridger, Bank of England  
 Robert Burdan, Ministry of Commerce  
 John Carr, The Hong Kong and Shanghai Banking Corporation  
 George Comer, Esso Research Centre  
 Martyn Dick, Esso Research Centre  
 Edward Fattorini, Empire Stores Ltd.  
 David Foot, Post Office  
 Peter Ford, Gloucester County Council  
 David Haime,  
 Robert Harcourt, Unilever  
 David Harvey, Shell International Chemical Co. Ltd.  
 Leslie Hayes, Ministry of Defence (Navy Dept)  
 Thomas Harrison, Ferranti Ltd.  
 John Hughes, British Steel Corporation  
 John Hiddleston, Stell Bros & Co. Ltd.  
 Barrie Jones, British Consulate-General  
 Brian Leek, Scandura Ltd.  
 Gwynfore Lewis, British Steel Corporation  
 Graham Marson, The Boots Co.  
 Michael Matthew, Lloyd Bank International  
 Hebron Morland, Barclays Bank Ltd.  
 Hans Olsen, John Swire & Sons Ltd.  
 Christopher Panayi, Allen & Hanburys Ltd.  
 Anthony Parkinson, The Mitchell Construction Co. Ltd.  
 John Perry, Departement of Trade & Industry  
 Peter Pothecary, Dunlop Ltd.  
 Richard Ramsey, Dunlop Ltd.  
 Vernon Rich, Unigate Foods Ltd.  
 Trveor Rose, Benson Ltd.  
 John Smiley, Arthur Guinness Son & Co  
 William Stacey, Imperial Metal Industries Ltd.  
 Johnathan Stonewell, Lever Bros Ltd.  
 Philip Strachan, Unilever Research Laboratory  
 John Thomas, ICI Chemicals  
 Leonard Thorne, Littleglade Ltd.  
 Michael Thorpe, Ministry of Defence  
 Richard Toodd, Esso Chemicals Ltd.  
 Neville Wallis, Imperial Chemical Industries Ltd.  
 Malcom Watts, Imperial Chemical Industries Ltd.  
 David Webster, Samuel Montagu & Co. Ltd.  
 Clive Welland, Unilever Ltd.  
 William Woodcock, Marks & Spencer Ltd.  
 John Wrichte, GEC Machines Ltd.

## 1973

I Bruce, Course Director  
 Gyles Cooper, The Skinners Co.  
 Ian Dunlop, Shell International  
 Mike Thomsett, ICI

## 1974

A Ashton, Course Director  
 Ben Brittain, Bank of England  
 James Butterfield, ICFC  
 Leslie Cousins, Price Waterhouse & Co.  
 John Grossman, Overseas Containers Ltd.  
 Geoff Hobbs, ICI Central Management Services  
 Russell Husband, John Lewis Partnership  
 Pat Keegan, Ferranti Ltd.  
 Brian Lawrence, Procter & Gamble Ltd.  
 David Macdonald, Shell International Chemical Co. Ltd.  
 Peter Mendelssohn, Lazard Bros. & Co. Ltd.  
 Tony Milhofer, Abbey National Building Soc.  
 Chris Nelson, Lever Bros. Ltd.

Alan Bell, British Insulated Call enders Cables Ltd.  
 Peter Kassler, Shell International Petroleum Co. Ltd.  
 Jan Lagendijk, Unilever N. V.  
 Gareth Morgan, National Coal Board  
 Tony Nelson, Board of Inland Revenue  
 Alan Shipstone, Esso Petroleum Co. Ltd.  
 Tham Yeng, Keppel Shipyard (Private) Ltd.  
 David Tier, Dairy Produce Packers Ltd.  
 Lynn Todd, Midland Bank Ltd.  
 Martin Wakeling, The Boots Co. Ltd.  
 Selwyn White, Rank Radio International Ltd.  
 Clive Wilne, ICI Ltd.  
 Dick Evans, British Aircraft Corp.  
 Nick Chapman, Esso Petroleum Co. Ltd.  
 Richard Clunes, Allen & Hanburys Ltd.  
 Tony Hopkins, Dept. of Commerce  
 Terry Midwood, Ferranti Ltd.  
 Hans Seelig, Shell International Petroleum Co. Ltd.  
 David Sharp, Esso Petroleum Co. Ltd.  
 Ronald Sharp, Rank Radio International Ltd.  
 David Storey, Barclays Bank Ltd.  
 Grahame Sweetsur, Atkins Planning  
 Christopher Whitaker, British Steel Corporation  
 Richard Williams, Unilever Research Laboratory  
 Bill Bosanquet, British Insulated Call enders Cables Ltd.  
 Peter Child, Post Office Corporation  
 Fra Cooke, Esso Petroleum Co. Ltd.  
 Brendan Fox, Shell International Chemical Co.  
 Tony Hyett, Imperial Metal Industries Ltd.  
 Roger King, Guinness Mahon & Co. Ltd.  
 Jeremy Lockett, Van Den Berghs & Jurgens Ltd.  
 Ian Muirhead, Bass Charrington Ltd.  
 Peter Sutch, Cathay Pacific Airways  
 Harshad Topiwala, Shell Research Ltd.  
 Dexter Williams, United Glass Ltd.  
 Gareth Williams, Marks & Spencer Ltd.

## 1975

P Clancy, Course Director  
 A Beijdorff, Shell International Petroleum  
 Allan Duncan, Harwell Laboratory  
 Richard Evans, British Aerospace  
 Ronald Harryman, Procter & Gamble  
 Ian Horner, Esso Petroleum Co. Ltd.  
 Stephen Horner, Queen Street Finance  
 Les Howell, Esso Petroleum Co. Ltd.  
 Peter Laszlo  
 Paul Nichols, IBM  
 A Warmesley, Shell International Petroleum Co Ltd.

## 1976

D Allisoon, Course Director  
 John Benstead, Esso Europe Inc.  
 David Brewer, National Coal Board  
 Chris Chadder, The Boots Co. Ltd.  
 Steve Collinson, Esso Petroleum Co. Ltd.  
 Ian Connell, Rowntree Mackintosh Ltd.  
 Ray Cottle, Lombard North Central Ltd.  
 John Coppack, Esso Petroleum Co. Ltd.  
 Peter Cruttenden, Ibm (UK) Ltd.  
 Tom Cullen, Gillett Brothers Discount Co Ltd.  
 David Devenish, Midland Bank Ltd.  
 Andrew Diggins, Midland Bank Ltd.  
 Robert Dory, Guinness Mahon & Co Ltd.  
 John Doswell, Hedges And Butler Ltd.

Peter Dyer, I.C.I. Petroleum Ltd.  
 Roger Eley, Mitchell Construction (1973) Ltd.  
 Peter Ellis, Esso Petroleum Co Ltd.  
 Frank Everest, British Aerospace Dynamics Group  
 Perry Farmar, Lazard Brothers & Co. Ltd.  
 Conrad Finch, Arthur Guinness Son & Co.  
 John Gardiner, Marks & Spencer Ltd.  
 Keith Gilham, Assurance Co. Ltd.  
 Margaret Goose, Croydon Area Health Authority  
 Richard Gregory, Kyle Stewart Contractors Ltd.  
 Brian Harris, I.C.I. Ltd.  
 Kathleen Henderson, Central Electricity Generating Board  
 David Howard, Cadbury Typhoo Ltd.  
 Bill House, Batchelors Foods Ltd.  
 Mike Hughes, Serck Ltd.  
 Alex Jarvis, Bank of England  
 John Lilley, Shell International Chemical Co  
 Brian Manning, Kleinwort Benson Ltd.  
 Bill Mearthur, Cathay Pacific Airways  
 Philip Mclean, British Consulate General  
 Dan Neville, North Thames Gas  
 John Pearce, Insac Group Ltd.  
 Ian Robb, Rolls Royce (1971) Ltd.  
 Nick Rogers, ICI Australia Ltd.  
 Graham Scott, Mengvoeder Ut-Delfia B.V.  
 Peter Templer, Barclays Bank Trust Co Ltd  
 Stephen Twilley, Scallop Coal Corporation  
 John Uttley, C.E.G.B. Midland Region  
 John Walker, Allen & Hanburys Ltd.  
 Tom Wilson, Price Waterhouse & Co  
 Richard Willstead, John Swire & Sons (HK) Ltd.

## 1977

J Oakley, Course Director  
 John Ainley, Dickinson Robinson Group Plastics  
 Tim Allmand-Smith, Swire Pacific Ltd.  
 Richard Boulton, Mirror Group Newspapers Ltd.  
 Michael Child, Lucas Aerospace Ltd.  
 Simon Chilton, Esso Petroleum Co. Ltd. (Fawley Refinery)  
 John Cox, Europleasure Ltd.  
 Ian Craig, Esso Petroleum Co. Ltd.  
 Emrys Davies, Foreign & Commonwealth Office  
 Norman Davies, Rowntree Mackintosh Ltd.  
 Philip Davies, Pedigree Petfoods Ltd.  
 Angela Dinham, Unilever Ltd.  
 David Drumm, Lazard Bros. & Co. Ltd.  
 Ken Elliott, Esso Petroleum Co. Ltd. (Fawley Refinery)  
 Clarence Eng, Shell International Chemical Co. Ltd.  
 Jaime Feeney, Robert Barclay & Co. Ltd.  
 Colin Finnerty, Lombard North Central Ltd.  
 Gianni Fiori, Massey-Ferguson S.P.A.  
 Ron Glaister, The Boots Co. Ltd.  
 Robin Gunn, Waitrose Ltd.  
 Richard Hanage, ICI Ltd. (Petrochemicals Division)  
 Keith Harris, Tarmac Ltd.  
 John Harryman, Esso Petroleum Co. Ltd. (Fawley Refinery)  
 Philip Hawtin, AERE Harwell  
 Kevin Hinton, Schlegel (UK) Engineering  
 Chris Howard, Shell International Chemical Co. Ltd.  
 Barry Jackson, ICI Ltd. (Petrochemicals Division)  
 Chris Jackson, Procter & Gamble Ltd.

## EDUCATING THE LEADERS OF THE FUTURE

Mike Johnstone, Allen & Hanburys Ltd.  
Mike Jones, Shell International Chemical Co. Ltd.  
Terry Keating, ICI Ltd.  
(Petrochemicals Division)  
John Keiner, Unilever Research Laboratory  
Ian Lovett, Barclays Bank Ltd.  
John Matthews, Joseph Crosfield & Sons Ltd.  
Donald McBain, O. E. C. D.  
Barry Morley, IBM (UK) Ltd.  
Robin Moser, Gillett Bros. Discount Co. Ltd.  
Peter Newton, British Aircraft Corp. (Military Aircraft Div.)  
Ron Pascoe, Mullard Ltd.  
Anthony Pearson, Price Waterhouse & Co.  
David Perry, Arthur Andersen & Co.  
Peter Prichard, ICI Ltd.  
(Petrochemicals Division)  
Tom Robson, Midland Bank Ltd.  
David Sachon, British Steel Corporation  
David Sharp, Bank of England  
John Sleigh, Esso Petroleum Co. Ltd. (Fawley Refinery)  
Tom Smith, Thomson Publications Ltd.  
Vic Sponge, Mardon Flexible Packaging Ltd.  
John Stanley, Marks & Spencer Ltd.  
Mark Stuart, Shell UK Exploration & Production  
Keith Wallace, Rolls Royce & Associates Ltd.  
Mike Walsh, Rolls-Royce Motors Ltd.  
Ray Willcox, Humphreys & Glasgow Ltd.  
Ron Williams, Arthur Guinness Son & Co. (Park Royal) Ltd.  
Malcolm Williams, Kleinwort Benson Ltd.  
Bruce Williamson, Australian Resources Development Bank Ltd.  
John Wood, Hill Samuel Investment Management Ltd.

### 1978

Ken Allen, Her Majesty's Stationery Office  
Robert Ashurst, Schlegel (UK) Ltd.  
Roger Banister, Esso Petroleum Co.Ltd.  
David Bentley, Allen & Hanburys Ltd.  
Mike Boyfield, Procter & Gamble Ltd.  
Tim Bryan, Esso Petroleum Co.Ltd.  
Roger Burrage, Burrage Group of Companies  
Clive Butler, Unilever Ltd.  
Jim Chamberlain, Esso Petroleum Co. Ltd.  
Martin Collier, Kleinwort Benson Ltd.  
Mike Digby, Pedigree Petfoods  
Bob Dymond, Arthur Andersen & Co.  
Paul Farrow, The Post Office  
Tony Fox, Midland Bank Training College  
Malcolm Grove, Shell Internationale, Chemie Maatschappij  
Francis Hand, Lucas Aerospace.  
Bernhard Hengst, I.C.I. Ltd.  
Mike Hindle, Geo. Turton Platts & Co.Ltd.  
Richard Hobbs, Dickinson Robinson Group, Techy SA Belgium.  
Brian Ingle, Electronic Rentals Group Ltd.  
Peter Johansen, John Swire & Sons (Japan) Ltd.  
Roger Jones, Price Waterhouse & Co.  
Tony Joy, British Embassy, Washington D.C.  
Chris Lendrum, Barclays Bank Ltd.  
Chris Locke, I.B.M. United Kingdom Ltd.  
Derrick Mitchell, Devro Ltd.  
Clive Moffat, Pye Telecommunications Ltd.  
Douglas Morton, Hedges & Butler Ltd.  
Bill North, Yorkshire Imperial Metals Ltd.  
Ken Parker, Newman Electric Motors (Manufacturing) Ltd.  
David Phillipotts, Edgar Allen Aerex Ltd.  
John Pinnell, Arthur Andersen & Co. Ltd.

Charles Pinney, Lazard Bros. & Co. Ltd.  
John Ramsay, Arthur Young Management Services  
Derek Ruffell-Hazell, Dickinson Robinson Group, Merton Packaging.  
Bill Small, Esso Petroleum Co. Ltd.  
Philip Smith, Morgan Grenfell (Jersey) Ltd.  
Tim Stevenson, Burmah Oil Trading Ltd.  
Roger Storr, Rolls Royce Ltd.  
Ian Stubbings, Rowntree Mackintosh Ltd.  
John Tolley, The Post Office.  
Philip Warland, Bank of England  
Peter Webster, C.E.G.B.  
Keith Webster, Blundell-Permoglaze Ltd.  
Clive Whitbourn, I.C.I. Ltd., Petrochemicals Division  
Will Wilson, I.C.I. Ltd.  
Ian Wiseman, Lazard Brothers & Co. Ltd.  
Bob Yerbury, Equity & Law Life Assurance Co. Ltd.

### 1979

Duncan Armitage, Esso Petroleum Co. Ltd.  
Peter Axten, Hill Samuel Investment  
Terry Backwell, DRG Packaging Development  
Peter Barham, The Boots Co. Ltd.  
John Brendon, Price Waterhouse & Co.  
David Bricknell, I.C.I. Plastics Division  
David Busby, Esse Petroleum Co. Ltd.  
David Bussey, Rolls Royce Ltd.  
Ian Click, I.C.I. Petrochemicals Division  
John Dingwall, Esso Petroleum Co. Ltd.  
Ian Douglas, John Drummond & Sons Ltd.  
John Duff, I.B.M. (UK) Ltd.  
Ray Evans, Procter & Gamble Ltd.  
Richard Ford, TBA Industrial Products Ltd.  
Bill Gardner, U.K.A.E.A. Harwell  
Ian Gardner, Flexible Drives (Gilmans) Ltd.  
Jim Graham, BP Chemicals Ltd.  
John Griffiths, Esso Petroleum Co. Ltd.  
Stephen Hailey, Arthur Andersen & Co.  
Perham Harding, Lazard Brothers & Co.  
John Harper, Midland Bank International Ltd.  
Denis Hopkin, Lombard North Central Ltd.  
Don Jones, Shell UK Oil  
Russell Jones, Atkins Planning, Venezuela  
Neil Kerr, Hedges and Butler Ltd.  
Peter Kilgour, Esso Petroleum Co. Ltd.  
Simon Lau, Cathay Pacific Airways Ltd.  
Colin Mann, Bank of England  
Robert McCurrach, Sec.Equity & Law Life Assurance  
Chris Meadows, Gravure Engraving Services  
Graham Millar, Rowntree Mackintosh Ltd.  
Tony Mullett, I.C.I. Mond Division  
David Musgrave, Glaxo Operations UK Ltd.  
Eric Nickson, Shell International Chemicals  
John Oldknow, Courtaulds Export Services Ltd.  
Mike Parker, Equity & Law Life Assurance  
Robert Porter, Arthur Guinness Son and Co.  
John Prideaux, British Railways Board  
Chris Sanders, Batchelors Foods Ltd.  
Tom Seabrook, Wood Bastow & Co. Ltd. Mgr.  
Robin Sharpe, Lloyds Bank International  
Geoff Sims, Engineering & Power Development Consultants Ltd.  
Brian Smith, Foreign & Commonwealth Office  
Trev Steggles, The Post Office  
Lloyd Stephens, Elida Gibbs Ltd.  
Richard Stirland, John Swire & Sons Ltd.  
HongKong  
Tom Taylor, Halifax Building Society

Alan Thackrey, Unilever Computer Services Ltd.  
Ron Watson, I.C.I. Central Management  
Mike Winter, Pedigree Petfoods Ltd.  
Geoff Winters, Yorkshire Imperial Metals  
Roger Wisdom, Lever Brothers Co. Ltd.  
Ivan Wilson, H.M. Treasury  
Mike Winter, c/o Effem Foods Ltd.

### 1980

Peter Adye, Procter and Gamble Ltd.  
Joe Blaker, Glaxo Operations Ltd.  
Barry Bodner, Bodner-Elem Ltd.  
Christopher Burr, Hedges and Butler Ltd.  
Peter Cattrall, Esso Petroleum Co. Ltd.  
Richard Cawdron, Hill Samuel Investment Management  
Max Clark, Pedigree Petfoods Ltd.  
Graham Collier, Esso Petroleum Co.Ltd.  
John Cordell, Unilever Research Laboratory  
Robert Crabtree, Rolls Royce Ltd.  
Andrew Crawford, Batchelors Foods Ltd.  
Bill Dick, Devro Ltd.  
Duncan Dinkton, Cathay Pacific Airways Ltd.  
Roger Farrington, British Aerospace  
Malcolm Fleming, Kleinwort Benson Ltd.  
Derek Freeman, Octopus Books Ltd.  
Ron Furniss, I.M.I. Ltd.  
Keith Giemre, Capital Radio Ltd.  
Martin Gray, National Westminster Bank Ltd.  
Jenard Gross, Gross Builders Inc.,  
Jim Gunther, Post Office Telecommns  
Simon Holder, and Wilton Valves Ltd.  
David Hughes, The Post Office  
John, Equity and Law Life Assurance Society  
Duffy John, Midland Bank Ltd.  
Alexander Johnson, Lazard Bros. and Co.Ltd.  
Dave Lowe, ICI Ltd.  
Roger Marshall, Bank of England  
David Nash, Halifax Building Society  
Robert Newhouse, Esso Petroleum Co. Ltd.  
David Norman, John Dickinson Paper and Board  
Peter Pickersgill, Rowntree Mackintosh Ltd.  
Peter Rosling, Consul General, Zagreb  
Ian Rushworth, Esso Petroleum Co.Ltd.  
Mike Samuel, Van den Berghs & Jurgens Ltd.  
Paul Smith, DRG Plastics Ltd.  
David Squire, Price Waterhouse & Co. Ltd.  
Peter Stone, The Boots Co. Ltd.  
Richard Tallboys, Commercial Counsellor  
Phil Watts, A/S Norske Shell (E. & P.)  
Barbara Welsh, Esso Petroleum Co. Ltd.  
Duncan White, Foster Wheeler World Services  
Peter Whittaker, British Railways  
Alex Wong, Cathay Pacific Airways Ltd.  
Graham Woodhouse, Lombard North Central Ltd.

### 1981

David Ashton, Arthur Andersen & Co  
Bruce Awford, Bass Brewing (Burton) Ltd.  
Tim Bridgman, China Navigation Co Ltd.  
Hong Kong  
Ian Buchan, Esso Petroleum Co Ltd.  
Clive Chalk, Samuel Montagu & Co Ltd.  
Tom Conlon, U K A E A Nuclear Physics Div  
Dianne Crowder, Shell Uk Ltd.  
Russell Davies, Midland Bank Ltd.  
Allan Denby, Rowntree Mackintosh Ltd.  
Robert Field, Elida Gibbs Ltd.  
Neil Forrester, Esso Chemical Ltd.

Tim Gee, Hm Diplomatic Service  
 Erik Glaser, Unilever Ltd.  
 Bernard Grant, Mirror Group Newspapers  
 Richard Gray, British Gas Corporation S E Regi  
 Philip Guy, Kleinwort Benson Ltd.  
 Chris Hall, Pedigree Petfoods  
 Rodger Hughes, Price Waterhouse & Co  
 Horst Lenburger, C T B Advertising &  
 Promotion Beerlin  
 Peter Lundy, Telecom  
 Frank McLaughlin, Tornado British  
 Aerospace Aircraft Group  
 Richard Myers, Dept Of Health & Social  
 Security  
 Ray Nethercott, British Home Stores Ltd.  
 Barry Ogle, Esso Petroleum Co Ltd.  
 Bertie Pinchera, The Boots Co Ltd.  
 David Powles, Rolls Royce Aero Division  
 Frank Robertson, Railways Board  
 Nick Sallnow-Smith, H M Treasury  
 Mel Simmnos, Procter & Gamble Ltd.  
 David Smith, Glaxo Operations (UK) Ltd.  
 Phil Smith, Bank of England  
 Nick Temple, Arthur Andersen & Co  
 Nigel Tilling, Esso Chemical Ltd.  
 Alan Vaughan, Barclays Bank Ltd.  
 David Webb, Batchelors Foods Ltd.  
 Roger Westcott, National Westminster  
 Bank Ltd.  
 Dave Wilcox, British Gas Corporation SE  
 Region  
 Tony Wilson, Vanden Bergh & Jurgens Ltd.  
 Howard Young, Swire Travel Ltd. Hong Kong

## 1982

Jeanne Amster, Phillips Academy USA  
 Colin Ashpole, Pedigree Petfoods  
 Millie Banerjee, British London Telecom  
 Region  
 Dick Barter, Van den Berghs & Jurgens Ltd.  
 Alan Bowe, The Boots Co. Ltd.  
 Mike Bramwell, I.C.I. Petrochemicals and  
 Plastics Division  
 Ian Brown, National Economic Development  
 Office  
 Piers Bull, Lombard North Central PLC  
 Ian Chappell, Procter & Gamble Ltd.,  
 Brian Childs, Esso Petroleum Co. Ltd.  
 Colin Chitty, Esso Petroleum Co. Ltd.,  
 Shody Chow, Swire Trading (Taiwan) Ltd.  
 Stephen Clarke, Bank of England.  
 Malcolm Desforges, Pedigree Petfoods  
 Tom Eilfield, IBM UK Ltd.  
 Chris Forbes, Arthur Andersen & Co.  
 Trevor Gazard, ICI Petrochemicals & Plastics  
 Division  
 David Gladstone, Foreign and  
 Commonwealth Office.  
 Christopher Gore, British Rail.  
 Nick Herdman, Shell UK Oil  
 John Holt, British Aerospace PLC  
 David Hooper, Midland Bank Ltd.  
 James Hughes-Hallett, China Navigation Co.  
 Ltd., Hong Kong  
 Chris Jowett, The Halifax Building Society.  
 Carolyn Jutsum, HM Treasury  
 Alwyn Langsford, Atomic  
 Allen Leech, Esso Petroleum Co. Ltd.  
 Huw Llewellyn, Lazard Brothers &  
 Co. Ltd.  
 Bob Margerison, Kleinwort, Benson Ltd.  
 John McGurk, U.K. Atomic Energy Authority  
 Stephen Morris, Nobel's Explosives Co. Ltd.  
 Desmond McCann, Price Waterhouse

John Neilson, Devro Ltd.  
 Mark Otway, Arthur Andersen and Co.  
 Dick Penfold, Esso Petroleum Co. Ltd.  
 John Redman, Rowntree Mackintosh Ltd.  
 Peter Robertson, Shell U.K. Oil.  
 Allan Robins, Barclays Bank Ltd.  
 Vic Selwood, Rolls-Royce Ltd.  
 Harvey Starey, Bank von Ernst & Cie AG  
 Bruce Tofield, Atomic Energy Research  
 Establishment  
 Fred Trussell, Unilever Research Lab.  
 Jim Wallace, Devro Ltd.

## 1983

Peter Black, Capital Radio  
 Will Blair, Devro Ltd.  
 Peter Booth, Pedigree Petfoods  
 John Bostock, Rolls-Royce Motors Ltd.  
 Linus Cheung, Cathay Pacific Airways Ltd.  
 Donald Clarkson, Rolls  
 David Cook, Esso Exploration &  
 Production Uk  
 Richard Coster, Brunei Shell Petroleum  
 Co Ltd.  
 Guy Cowley, Shell Chemicals Uk Ltd.  
 Peter Davies, Equity & Law Assurance  
 Soc Plc  
 John Doble, Foreign & Commonwealth  
 Office  
 Martin Drew, Kleinwort Benson Ltd.  
 Peter Edwards, Rowntree Mackintosh Plc  
 Peter Frost, The Boots Co Plc  
 Julia Garratt, Esso Petroleum Co Ltd.  
 Kurt Grunseid, Pedigree Petfoods  
 Anne Harrison, S E Gas  
 Andy Heslop, BRB  
 Bruce Howick, British Steel Corp  
 Jim Illingworth, S E Gas  
 Hugh Inman, John Swire & Sons (Japan) Ltd.  
 Malcolm Jones, British Aerospace Plc  
 George Ling, National Westminster Bank Plc  
 Peter Major, Glaxo Operations 'Uk Ltd.  
 Nicholas Owen, Robert Fleming & Co Ltd.  
 Ben Mayo, ICI Plc  
 Andrea Pack, Bank Of England  
 Michael Quinn, Cleveland Offshore Ltd.  
 David Reay, Atomic Energy Research Estab.  
 Ken Rose, S W Gas  
 Charles Rice, Overseas Containers Ltd.  
 Roger Simpkins, Midland Bank Plc  
 Nick Smith, Esso Petroleum Co Ltd.  
 Paul Smith, Esso Petroleum Co Ltd.  
 Graham Walker, Arthur Andersen & Co  
 Alastair Rutherford-Warren, Barclays  
 Bank Plc  
 Robert White, Arthur Anderson & Co  
 Neil Woodcock, Price Waterhouse

## 1984

Gerry Aherne, Equity & Law Life Assurance  
 Robert Atkinson, Cathay Pacific Airways Ltd.  
 Philip Beaven, Hill Samuel Investment Mgt Ltd.  
 Bill Burroughs, Department of Energy  
 Tim Chapman, Esso Petroleum Co Ltd.  
 John Clark, Nobel's Explosives Co Ltd.  
 Bob Craig, Shell International Chemical  
 Paula Diggle, H M Treasury  
 Roger Drew, Ibm United Kingdom Ltd.  
 Howard Evans, Price Waterhouse  
 John Eveson, Hmso  
 Paul Fair, Esso Petroleum Co Ltd.  
 Malcolm Forster, Barclays Merchant Bank Ltd.  
 Eric Foster, Linear Ltd.

Michael Gardner, Imperial Chemical  
 Industries Plc  
 Colin Grant, Procter & Gamble Ltd.  
 Bob Harvey, Benson Ltd.  
 Ray Hopkin, Equity & Law Life Assurance  
 John Mcdougall, Devro Ltd.  
 Ian Maclay, National Economic Dev Office  
 Ian Martin, Arthur Andersen & Co.  
 Jo Martin, The Boots Co. Plc  
 Anthony Pratt, Bowater Halo  
 Terry Ryan, Price Waterhouse Sas  
 Jill Southam, James Smith (Fuel Services) Ltd.  
 Mick Temple, Esso Petroleum Co Ltd.  
 Graham Trevarthen, Rolls-Royce Ltd.  
 David Turnbull, Cathay Pacific Airways Ltd.

## 1985

John Dornton, Ernst & Young Chartered  
 Accountants, Course Director  
 Mike Allaway, Mars Confectionery  
 Ray Allen, United Kingdom Atomic Energy  
 Authority  
 Peter Beales, Bank of England  
 Douglas Board, H.M. Treasury  
 Colin Bright, Cabinet Office  
 Ian Brown, British Railways  
 Gill Campbell, Dept. of Energy  
 George Chan, Cathay Pacific Airways  
 Keith Cooper, Boots Ltd.  
 Tom Corness, Metal Box  
 Rod Eddington, Cathay Pacific Airways  
 John Gabriel, Shell International  
 Petroleum Co. Ltd.  
 Martyn Halsey, Esso U.K. plc.  
 David Higenbotham, H.M.S.O.  
 Peter Holdsworth, I.C.I. plc. Petrochemicals  
 & Plastics Div.  
 Bob Jones, Glaxo Pharmaceuticals Ltd.  
 Chris Kirkness, Kleinwort, Benson Ltd.  
 Andy Lamont, Birds Eye Wall's Ltd.  
 Nigel Law, Esso Petroleum Co. Ltd.  
 Alan Lowe, British Telecom International  
 Ian McClelland, I.C.I. plc.  
 Richard McNally, British Aerospace plc.  
 Rob Mason, British Railways Board  
 David Miller, Price Waterhouse  
 Peter Milne, Kleinwort, Benson Ltd.  
 Chris Noble, Esso Petroleum Co. Ltd.  
 David Price, Ford Motor Co. Ltd.  
 Bruce Rance, Imperial Tobacco Ltd.  
 Simon Rethon, Van Den Berghs & Jurgens  
 Michael Shute, Whitbread & Co. plc.  
 Peter Sibley, Mars Confectionery  
 Simon Stocks, Esso Europe Inc.  
 Mike Thomas, Lipton Export Ltd.  
 Chris Town, Barclays Bank plc.  
 Tony Turnbull, Procter & Gamble Ltd.  
 Tim Walton, Rolls-Royce Ltd.  
 Steve Williams, Esso Petroleum plc.  
 John Wiltshire, Lazard Brothers & Co. Ltd.

## 1986

Graeme Alexander, Devro plc  
 Wayne Barnacal, ICI plc Petrochemicals and  
 Plastics Division  
 Willy Boulter, Cathay Pacific Airways  
 Sarah Bradby, Esso Petroleum Co. Ltd.  
 Chris Carter, British Sugar plc.  
 John Cattell, British Gas - SE  
 Stephen Chan, Cathay Pacific Airways  
 Ed Criswick, Department of Energy  
 Roger Cutcliffe, Glaxochem Ltd.



Rebecca Elliott, British Aerospace plc. Army Weapons Division  
 Andy Evans, British Aerospace plc.  
 Ray Fazackerley, Metal Box plc.  
 Andy Godwin, Esso Petroleum Co. Ltd.  
 Richard Gutman, U.K. Atomic Energy Authority  
 Mike Hancock, Mars Confectionery  
 Bob Harrison, Esso Exploration and Production UK Ltd.  
 David Harvey, Rolls-Royce Ltd.  
 Stephen Hill, Robert Fleming Investment Management Ltd.  
 Andrew Hobday, Procter & Gamble Ltd.  
 Andy Hubbard, Esso Petroleum Co. Ltd.  
 Peter Hughes, C.E.G.B.  
 Richard Jenner, British Bakeries Ltd.  
 Mary Kerr, Kleinwort, Benson Ltd.  
 Jan Kopernicki, Shell International Marine Ltd.  
 Brian Lanyon, Esso Petroleum Co. Ltd.  
 Bill Mustard, Ernst & Whinney  
 Alan Newham, Arthur Young  
 Michael Paveley, Glaxo Pharmaceuticals  
 Alan Ravenhall, Mars Electronics  
 Megan Richardson, Barclays Bank plc.  
 Hugh Sharp, Manpower Services Commission  
 Trevor Slack, IMI plc.  
 Kirpal Tahim, British Telecom  
 Mike Talbot, Mars Group  
 Iain Thomson, Bank of England  
 Peter Turner, Lazard Brothers and Co. Ltd.  
 Patrick Watson, Pilkington Glass Ltd.  
 Alison Williams, Joyce-Loebl(Vickers plc.)  
 Terry Worrall, British Railways Board

## 1987

David Wansborough, Course Director  
 Don Birch, Cathay Pacific Airways  
 David Blacketer, Procter & Gamble  
 Val Budzynski, Rolls-Royce plc  
 Chris Clarke, H. J. Heinz Co. Ltd.  
 Nick Cullen, Pedigree Petfoods  
 Edward Daley, British Aerospace plc  
 Richard Dalglish, Reed Paper & Board (UK)  
 Harvey Davenport, British Sugar  
 Alan Dyson, Solaglas Tempered Ltd.  
 Chris Edwards, British Aerospace plc  
 Nigel French, Glaxo Pharmaceutical Ltd.  
 Alison Gelder, British Telecom  
 Alan Goldring, Esso Petroleum Co.  
 Guy Griffiths, British Aerospace plc  
 Richard Hammond, Esso U.K.  
 Allan Hanlon, Devro Ltd.  
 Lesley Herbert, British Telecommunications  
 Davy Ho, Swire Shipping (Agencies)Ltd.  
 Chris Howard, United Tea Traders (subsidiary of Unilever)  
 Melville Jones, Procter & Gamble  
 Chris Levan, Bristol Tool & Gauge Co. Ltd.  
 Gary Lloyd, British Gas plc  
 Dudley Lord, Equity & Law Life Assurance Society plc  
 David Mansfield, Nottingham Group Ltd.  
 Jim Mckevitt, H. J. Heinz Comp.  
 Cliff Perry, British Rail  
 Brian Porter, Bank of England  
 Chris Pratt, Taikoo Sugar Ltd.  
 Jayan Ragavan, Mars Confectionery  
 Michael Rose, Kleinwort Benson Ltd.  
 Mike Sadler, Bank of England  
 Peter Sanders, Price Waterhouse  
 Robert Skinner, Barclays Bank plc  
 Chris Stokes, British Railways Board

Paul Stone, Shell International Petroleum Co. Ltd.  
 Tim Sweeting, Price Waterhouse  
 Phil Utteridge, Lazard Brothers & Co Ltd.  
 David Wharton-Street, British Rail  
 Raymond Yuen, Cathay Pacific Airways

## 1988

Ronald Harryman, Course Director  
 William Bain, Devro Ltd.  
 Howard Beckford, Esso Petroleum Co. Ltd.  
 David Beevers, TI Desford Tubes Ltd.  
 Julian Bevis, P & O Containers Ltd.  
 Andrew Bland, Co-Operative Society Ltd.  
 Robin Booth, British Telecom  
 Y.Y. Cheung, Swire & Maclaine Ltd.  
 Gary Cosby, British Aerospace Plc.  
 Gareth Creer, Robert Fleming & Co. Ltd.  
 Barrie Dale, Harwell Laboratory.  
 John Eaton, Barclays Bank of Canada.  
 Andrew Glover, Esso Petroleum Co. Ltd.  
 Robert Goundry, British Rail Birmingham  
 Malcolm Gwyn, Assistant Manager (Banking), Bank Of England.  
 Steven Holliday, Esso Petroleum Co. Ltd  
 John Kelly, Ti Chesterfield Ltd.  
 John Laidlaw, W.H. Smith Ltd.  
 Robin Maccaw, Swire Magnetics H.K. Ltd.  
 Maggie Nichols, Esso Petroleum Co. Ltd.  
 Jeremy Owen, British Telecom.  
 Susanne Parsons, British Aerospace plc.  
 Steven Polkey, Esso Petroleum Co. Ltd.  
 David Price, Ford Motor Co. (Ford of Europe).  
 Alan Rosevear, Harwell Laboratory  
 Dermot Sweeney, Esso Petroleum Co. Ltd.  
 Tancred Tarkowski, HM Treasury  
 Neil Taylor, Kleinwort Benson Ltd.  
 Dermot Trimble, Bank Of England  
 Bernard Walker, Lazard Brothers & Co. Ltd.  
 Brian Wall, Rolls-Royce plc.  
 Paul Wildman, Procter & Gamble Ltd.

## 1989

Les Howell, Course Director  
 Mohammed Amin, Price Waterhouse  
 Peter Bruce, British Aerospace  
 Geoff Canton, Esso Petroleum Co. Ltd.  
 Gwen Doherty, Pedigree Petfoods  
 Patrick Donelan, Kleinwort Benson  
 I Charlie Downie, Esso Petroleum Co. Ltd.  
 A Emson, Boots the Chemist  
 P Etchells, John Swire & Sons Ltd.  
 Miss June, Esso Petroleum Co. Ltd.  
 Alistair Mackenzie, ICI C & P  
 Robin MacLachlan, H.M. Customs and Excise  
 Steve Mogford, British Aerospace Military Aircraft  
 R Nigel, Price Waterhouse  
 Mike Parker, Railfreight Distribution - British Rail  
 Professor Quarini, AEA Technology - Harwell  
 Colin Ryan, Barclays Bank plc  
 Guy Sagar, Bank of England  
 A Spencer, Procter & Gamble  
 Douglas Todman, Lazard Brother & Co., Ltd.  
 Tony Tyler, John Swire & Sons Ltd.  
 Anthony Ward, Home Fundling Ltd.  
 Alan Wong, John Swire & Sons Ltd.  
 Anthony Wong, John Swire & Sons Ltd.

## 1990

Martin Bentley, Esso Exploration & Production  
 Nicholas Brann, Lazards Brothers & Co., Ltd.  
 Peter Brown, British Rail  
 Andrew Gill, Shell International  
 D Griffiths, Barclays Bank plc  
 G Hillier, ICI  
 Stanley Hui, John Swire & Sons Ltd.  
 Graham Keast, Procter & Gamble  
 Sheelagh Keyse, Department of Employment  
 Kelvin Laing-Williams, Price Waterhouse  
 David Moore, Esso Petroleum Co. Ltd.  
 Anne Owen, Esso Petroleum Co. Ltd.  
 Steve Pitman, Procter & Gamble  
 Phil Rutt, British Gas North Thames  
 Peter Szanto, Esso Petroleum Co. Ltd.  
 H Watson, Bank of England  
 Martin Wheatley, HM Treasury

## 1991

Tim Chapman, Brosna Career Consultancy, Course Director  
 John Blowers, Esso Petroleum Co. Ltd.  
 Jamie Buchan, Esso Petroleum Co. Ltd.  
 Michael Buckley, Exxon  
 W Carroll, Midland Bank plc  
 Miss Catherine, Lazard Brothers & Co., Ltd.  
 Nick Gifford, Lazard Brothers & Co., Ltd.  
 Richard John, Price Waterhouse  
 Peter John, Procter & Gamble  
 Christopher Jones, Esso Petroleum Co. Ltd.  
 Donal Lynch, British Telecom  
 Michael Mobbs, Midland Bank plc  
 Edward Nicol, John Swire & Sons Ltd.  
 Makoto Sanada, Mitsubishi Heavy Industries  
 Pat Scorey, Midland Bank plc  
 David Thomas, Accenture  
 David Thompson, Bank of England  
 Martin Williams, Regional Railways

## 1992

Ian Martin, Baring Securities Ltd., Course Director  
 Alison Cousin, Brooke Bond Foods Ltd. (Unilever)  
 Gerald Bauer, AEA Technology - Harwell  
 Paul Burgess, Accenture  
 Hugh Butcher, Thames Water Utilities  
 Fiona Czerniawska, Druid Systems Ltd.  
 George Davidson, Bank of Scotland  
 David Dyer, Equity & Law Investment Managers Ltd.  
 Richard Evans, BP Oil UK Ltd.  
 Jonathan Fischel, Bank of England  
 Sarah Fraser, Esso Petroleum Co. Ltd.  
 Adrian Gardner, Lazard Brothers & Co., Ltd.  
 Kate Holliday, Esso Petroleum Co Ltd.  
 Peter Laird, Esso Petroleum Co. Ltd.  
 Graham Nichols, Esso Petroleum Co. Ltd.  
 Richard Nickels, Esso Petroleum Co. Ltd.  
 Michael Riley, Rolls-Royce plc  
 Sven Royall, Shell International Chemical Co. Ltd.  
 Howard Smith, Crossrail  
 Alistair Steel, Rhone Poulenc Chemicals Ltd.  
 Lia Treichler, Price Waterhouse

**1993**

Susan Assar, North West Thames RHA  
 Stephanie Chamberlain, Esso Petroleum Co. Ltd.  
 Philip Chen, John Swire & Sons Ltd.  
 Andrew Chivers, British Rail - Network SouthEast  
 David Cochrane, Exxonmobil  
 Alan Deboo, British Railways Board  
 Sandra Dickson, North West RHA  
 Peter Gosling, North West Thames RHA  
 Richard Grimsey, British Gas plc  
 Andrew Herdman, John Swire & Sons Ltd.  
 Richard Hext, John Swire & Sons Ltd.  
 Ipe Jacob, Grant Thornton  
 Roger Jones, British Rail- Regional Railways  
 Martin Kemp, Marks & Spencer plc  
 Nicholas Kitchen, Brooke Bond Foods Ltd.  
 Peter Lewis, Esso Petroleum Co. Ltd.  
 Colin McCollm, AEA Technology - Harwell  
 Kevin Murphy, Irish Life Assurance plc  
 Malcolm Offord, Lazard Brothers & Co., Ltd.  
 G Mark Parkinson, British Aerospace plc  
 David Patrick, Air BP Ltd.  
 Alison Rennison, Barclays Bank plc  
 Christopher Rew, Robson Rhodes  
 Anthony Smith, Esso Petroleum Co. Ltd.  
 Brian Stopp, Shell International Chemical Co Ltd.  
 Richard Wildman, Accenture

**1994**

Royce Bell, Accenture  
 Roger Brookes, Bank of Austria  
 Paul Bruce, Glaxo Holdings plc  
 Anne Downey, Esso Petroleum Co. Ltd.  
 Leslie Gilbert, London Transport  
 Peter Griggs, Regional Railways  
 Deepak Gupta, Procter & Gamble Philippines, Inc.  
 Steve Heminsley, Department of Social Security  
 Roger Long, Luton and Dunstable Hospital Trust  
 Muir Macdonald, Ministry of Defence  
 Berwick Mitchell, Esso Petroleum Co. Ltd.  
 Kenneth Moran, ICI C&P Ltd.  
 Nicholas Putnam, Shell Chemicals U.K. Ltd.  
 Charles Sanderson, Nuclear Electric plc  
 Paul Shum, John Swire & Sons Ltd.  
 Neil Sutton, ICI Acrylics Ltd.  
 Patrick Thomas, ICI Chemicals  
 Neil Ward, Department of Social Security  
 Ewen Wigley, Union Plc  
 Carl Williams, Stoy Hayward

**1995**

Paul Burgess, Accenture, Course Director  
 Gillian Baxendine, Department of Health  
 Richard Cater, John Swire & Sons Ltd.  
 Emma Cochrane, Esso Petroleum Co. Ltd.  
 Keith Cottrell, Royal Mint  
 Jonathan Fox, Railfreight Distribution  
 Bernard Holloway, Esso Petroleum Co. Ltd.  
 Mark Kane, British Aerospace plc  
 Christopher Kimberley, Regional Railways North West  
 Gregory Marchant, Railfreight Distribution  
 Timothy Medforth, Accenture  
 Sarah Mullally, North Thames Regional Health Authority  
 Tu Pham, ICI Polyurethanes

Timothy Rolfe, Commercial Union  
 David Smith, Lazards Brothers & Co., Ltd.  
 Kenny Tang, John Swire & Sons Ltd.  
 Paul Tobin, Esso Petroleum Co. Ltd.  
 Jan van, Unilever Van de burghs  
 James Watteville, Accenture  
 Alastair Whittington, North Thames Regional Health Authority  
 Peter Worrall, Ministry of Defence  
 Patrick Yeung, John Swire & Sons Ltd.

**1996**

Graham Brammer, Barclays Bank plc  
 Karl Brown, National Westminster Bank  
 Richard Browning, London Transport  
 Peter Bruce, British Aerospace  
 Norman Chan, John Swire & Sons  
 George Derbyshire, National Westminster Bank plc  
 Helena Ganczakowski, Unilever PLC  
 Michael Griffiths, Gallaher Ltd.  
 Nigel Hobson, Esso Petroleum Co. Ltd.  
 David Howard, Ministry of Defence  
 Anthony King, Bank Austria A.G.  
 Michiel Kool, Shell  
 David Landless, Courtaulds Coatings & Sealants N America  
 Andrew Linnell, Commercial Union  
 David Nicholson, Halifax Building Society  
 David Osborn, British Aerospace plc  
 Timothy Owen, North West Regional Railways  
 Gavin Rennie, Accenture  
 Nick Rhodes, John Swire & Sons  
 Michael Roller, Johnson Matthey plc  
 Rolf Rollshausen, Procter & Gamble  
 Corrado Simontacchi, ICI Polyurethanes  
 Robert Talbot, Esso UK plc

**1997**

Sven Royall, Course Director  
 Steven Block, Accenture  
 Camille Chammas, Procter and Gamble  
 Fritha Davidson, Accenture  
 Peter Evans, Shell Exploration & Production  
 Timothy Fitzsimmons, Cathay Pacific Airways Ltd.  
 Paul Goodge, British Aerospace  
 Gregory Horton, Robert Fleming Guest Mr Piers White  
 Eamonn Hoxey, Department of Health  
 Margaret Jackman, Department of Health  
 Michael Mahony, The Berkeley Partnership  
 Aidan McKay, Shell International Petroleum  
 Philip Parker, Shell Chemicals Europe  
 David Skinner, Barclays Bank plc  
 Andrew Skinner, Marks and Spencer plc  
 Vincent Wang, ICI Polyurethanes  
 Nicholas Webster, ICI Polyurethanes  
 Mark Whiteley, Barclays Bank plc

**1998**

Anne Own, Esso Petroleum Co. Ltd., Course Director  
 Brian Ablett, Esso Petroleum Co. Ltd.  
 Donna Bellingham, Marks & Spencer plc  
 Roman Blaha, ICI  
 Ian Bush, Ministry of Defence  
 Jonathan Chocqueel-Mangan, Renaissance Worldwide  
 Helge Clem, Andersen  
 Owain Ellis, Ministry of Defence

Tariq Farooq, Procter & Gamble  
 John Fulcher, Vauxhall Motors  
 Kate Hammond, Department of Health  
 William Keillor, Esso Petroleum Co. Ltd.  
 Graham Knaggs, ICI Polyurethanes  
 Thomas Mann, Accenture  
 Karl Monk, Ministry of Defence  
 Dhesan Moodley, Anderson Consultancy  
 Huw Morris, Accenture  
 Gordon Munro, Esso Petroleum Co. Ltd.  
 Charles Peppiatt, The Laird Group plc  
 Marco Rapaglia, Accenture  
 Sudeep Sarma, Commercial Union  
 Simon Saville, Shell International Petroleum Co.  
 Catherine Shovlin, Shell International Petroleum Co.  
 Carlo Soave, Procter & Gamble  
 William Tame, Courtaulds  
 Gordon Wasserman,  
 Dillon Woods, Saxton Bampfye Hever

**1999**

Martin Kemp, Marks & Spencers, Course Director  
 Christopher Brown, Bank of England  
 Ian Butcher, Ministry of Defence  
 Pierre Colignon, SHELL CHEMICALS  
 Declan Collier, Esso  
 Christopher Coomber, Ministry of Defence  
 David Fairnington, British Aerospace  
 Daniele Ferrari, ICI  
 Peter Hayward, Esso  
 Alvin Heng, Shell  
 Neil Jewsbury, Marks and Spencer  
 Elizabeth Klee, accenture  
 David Le Brocq, Esso  
 Peter Littlewood, ICI Polyurethanes  
 Andrew Michael, Shell  
 Gail Pascoe, NHS  
 Terence Warner, MOD  
 Nicholas Welch, Shell  
 Stefano Zenezini, Procter & Gamble

**2000**

David Fu, Accenture  
 Anthony Arber, Ministry of Defence  
 Peter Bentley, Huntsman Polyurethanes  
 Terence Black, BAE Systems  
 Lorna Clarkson, Royal Mail  
 Ian Cloughton, Railtrack  
 Alan Davey, Department of Health  
 Dirk Fraeyman, Procter and Gamble  
 Alan Gropp, Procter & Gamble  
 Wendy Hyde, Bank of England  
 Edward Kelsey, Bank of England  
 Jennifer Lovell, Shell International  
 Martin Mallett, Bank of England  
 John McCracken, Department of Health  
 Margaret Meiers, Accenture  
 Steven Murray, Airbus Industrie (Adam Brown)  
 John Noble, Ministry of Defence  
 Michael Saxton, Procter & Gamble  
 David Sivers, Ministry of Defence  
 David Stearn, fleminings  
 Richard Warner, Accenture  
 Jacquin Wilford-Brown,  
 Huntsman Polyurethanes

## 2001

Neil Ashbridge, Bank of England  
 Timothy Bell, Bodycote International  
 Lucy Bloem, Accenture  
 Mark Cash, Esso  
 Mike Clasper, HMRC  
 Anthea Gair, Ministry of defence  
 Luigi Giucca, Procter & Gamble  
 Richard Henderson, Esso  
 Yasushi Hirata, Nippon Polyurethanes  
 David Kirk, Ministry of Defence  
 Raymond Knott, Bank of England  
 Richard Northcote, Huntsman Polyurethanes  
 Patrick O'Connor, Bank of England  
 Richard Phillips, BAESYSTEMS  
 Christopher Riches, Esso Petroleum  
 Martin Sheldon, Accenture  
 Alan Sheppard, Bank of England  
 Martin Sillitto, GlaxoSmithKline  
 Frans Stokman, Shell Chemicals  
 Josef Toman, Czech Telecom  
 Jean-Claude Vandichel, Shell Chemicals  
 David Williams, Accenture  
 Guiyu Xiao, Huntsman Polyurethanes

## 2002

Ken Young, Defence Procurement Agency, Course Director  
 Zhongbao Li, Accenture  
 Alison Barbara, The National Grid PLC  
 Bob Barton, BAE Systems  
 Mhairi Burnett, Bank of England  
 Annette Chatten, Qinetiq  
 Stephen David, Bank of England  
 Karel Deckers, GlaxoSmithKline  
 Natasja Degrieck, Huntsman Specialty Chemicals Business  
 Michael John, Bank of England  
 Nigel Joseph, Exxonmobil  
 Louise Leavy, ExxonMobil Fuels Marketing  
 Alex Milward, Accenture  
 Eriberto Naguiat, Shell Chemicals Ltd.  
 David Paul, Ministry of Defence  
 Carlo Quercetti, procter & Gamble  
 Jane Symes, Procter & Gamble  
 Dominic Toogood, Ministry of Defence  
 Bruno Treglia, GlaxoSmithKline SPA  
 Tim Williams, Accenture  
 Mike Wright, Qinetiq  
 Yu Xiang, Shanghai Hua Yi (Group) Co.  
 Zhou Bo, Shanghai Hua Yi (Group) Co.

## 2003

Michael Saxton, Course Director  
 Jill Atha, ExxonMobil  
 Touseff Bin, Procter and Gamble  
 Dietmar Bressau, Procter and Gamble - Ronny Taff  
 Elizabeth Cooke, Esso Petroleum  
 Jonathan Davis, Accenture  
 Christophe Gabriel, Huntsman  
 Ron Gerrard, Huntsman Polyurethanes  
 John Hobdell, Huntsman Polyurethanes  
 Jiong Jiong, SH3F  
 Samir Juma, jCapital  
 Mark Menary, Bank of England  
 Cornelius Neil, UK Defence Procurement Agency  
 Carlo Nizam, Airbus UK  
 John Paul, Bank of England  
 Claire Robinson, Bank of England  
 Bill Russell, Transco  
 Gwynne Whitcombe, Huntsman

Christopher Yeates, Bank of England  
 Tsunehiro Yokoyama, Nippon Polyurethane

## 2004

Richard Northcote, Jigsaw Communication, Course Director  
 Fuad Abdullah, Procter and Gamble  
 David Bunker, Huntsman  
 Andrew Currie, Huntsman  
 Duncan Goldsworthy, GlaxoSmithKline  
 Paddy Gregg, BAE Systems  
 Richard Harvey, BAE Systems  
 Andy Hattersley, Exxonmobil  
 Mark Howsham, Esso  
 Benoit Laclau, Accenture  
 Katerina Ledahudcova, Procter and Gamble  
 Mark Neville, Huntsman  
 Richard Smart, Ministry of Defence  
 David Taylor, Accenture  
 Mike Thomas, Procter and Gamble  
 John Wan, Huntsman  
 Ruth Wells, Bank of England  
 Guy Wingate, GlaxoSmithKline  
 Fan Xian, Huntsman

## 2005

Jane Low, Accenture, Course Director  
 Steven Blackledge, Lucite International  
 Stephen Bucksey, GlaxoSmithKline  
 Jerry Carson, GlaxosmithKline  
 Graeme Carter, Procter & Gamble  
 Brian Greensmith, Exxonmobil  
 Toshihide Hayashi, Nippon Polyurethane Ind  
 Choong Khoon, Huntsman  
 Tracy Lerpiniere, Defence Procurement Agency  
 He Liang, Shanghai Cholora Alkali  
 Christopher Marshall, Defence Procurement Agency  
 Sharon McDowall, Royal Bank of Scotland  
 Anna Petherick, Red Herring.com  
 Daniel Pettifer, Procter & Gamble  
 Melita Rogelj, Slovenian Business Research Council  
 Tim Sunderland, Esso  
 Victoria Tracey, Accenture  
 Jonathan Washington, BAE Systems  
 Alex Whitfield, Esso Petroleum Co. Ltd.

## 2006

Richard Northcote, Jigsaw Communication, Course Director  
 Abdul Aziz Al Muaiyyad, Procter and Gamble  
 Guiseppe Berardone, Procter and Gamble  
 Andrew Binstead, BAE  
 Iain Brookes, MOD  
 Martin Chown, GlaxoSmithKline  
 Stuart Cole, Bank of England  
 Daniel Fobelets, Shell  
 Andrew Grieves, GlaxoSmithKline  
 John Hardigree, Accenture  
 Amena Hasan, The Body Shop International plc  
 Frances Hill, Bank of England  
 Lothar Hoecker, Procter and Gamble  
 Benjamin Malakoane, Free State Legislature  
 Nicholas Millman, Accenture  
 Daniel Moore, Exxonmobil  
 Mark Nileshwar, Ministry of Defence  
 Sean Patrick, Esso Refinery  
 Simon Penn, Esso Petroleum Co. Ltd.  
 Danie Prakosa, Indonesia Marketing Association (IMA)  
 Richard Tallboys

## 2007

Richard Northcote, Jigsaw Communication, Course Director  
 Andreas Amling, Bayer MaterialScience  
 Khalil Benchekroun, Procter & Gamble  
 Michael Boediger, Bayer MaterialScience  
 Christine Browne, Glaxo SmithKline  
 Bahattin Burak, Procter and Gamble  
 Rowan Dodd, Accenture  
 Hermann-Josef Doerholt, Bayer MaterialScience  
 Antony Ellis, Shell International  
 James Fox, GlaxoSmithKline  
 Alex Gardner, Esso Petroleum  
 Agne Geniusaitė, European Commission  
 Hani Girgis, Accenture  
 Shane Groeger, Accenture  
 Malcolm Hannaby, Huntsman  
 Dung Kim, OXFAM  
 Steve Price, European Institute for Industrial Leadership

## 2008

Mike Boyfield, P & G, Course Director  
 Lord Victor Adebowale, Turning Point  
 Chris Bowles, Shell  
 Gareth Clark, Slipstream SDS Ltd.  
 Steve Craven, Esso UK Ltd  
 Amr Darwish, Procter and Gamble  
 Sean Duggan, Esso  
 Joseph Elain, Procter & Gamble  
 Adam Gersting, Accenture  
 Mark Hope, Shell  
 Jeroen Huijsmans, Shell  
 Michelle Jou, Bayer MaterialScience AG  
 Donna Kehoe, Bank Of England  
 Robert Kumpf, Bayer MaterialScience AG  
 James Matthew, Scholarship  
 Bruce Morrison, GlaxoSmithKline  
 Alan Nicholl, Ministry of Defence  
 Aidan O'brien, Accenture  
 John Pelton, Ministry of Defence  
 Angelo Rebora, Effik Italia  
 Suzanne Sadler, GlaxoSmithKline  
 Paul Smith, GlaxoSmithKline  
 Ferry Van, Shell  
 Anila Vendresha, Oxfam GB  
 Alex Vogelhuber, Procter & Gamble  
 Elizabeth Wrigley, Bank Of England

## 2009

C Tracy Lerpiniere, Ministry of Defence, Course Director  
 Coulibaly Adama, Scholarship  
 Nasser Alharthy, MOD Oman  
 Ingrid Bosch, Procter & Gamble  
 Steven Budzynski, GlaxoSmithKline  
 Stephen Donnelley, Coates National Hire  
 Ralf Echterhoff, Bayer MaterialScience AG  
 Beloslav Georgiev, Procter & Gamble  
 Ben Goldacre, Bad Science  
 Joao-Pedro Goncalves, LSE  
 Ralph Herbst, Bayer MaterialScience AG  
 Michael Korvin, Bank Of England  
 Harald Liedtke, Bayer MaterialScience AG  
 Alessandro Magnoli, Kuwait China Investment Co  
 John McGuffin, Exxonmobil  
 Stephen Moir, Royal Bank of Scotland  
 Fatima Naqvi, Oxfam GB  
 Batian Nieuwerth, ieder1

Paul O'Brien, Procter & Gamble  
 Phil Priest, GlaxoSmithKline  
 Michael Strachan, Royal Bank of Scotland

## 2010

Paul O'Brien, P & G, Course Director  
 Eduardo Adame, Procter & Gamble  
 Gillian Anderson, Bank Of England  
 Eric Bischof, Bayer MaterialScience AG  
 Fabian Cazares, Phillips  
 Gino Ceccopieri, Huntsman  
 David Charlesworth, Procter & Gamble  
 Pedro Estragues, Procter & Gamble  
 Juergen Hinderer, Bayer MaterialScience AG  
 Daniel Meyer, Bayer MaterialScience AG  
 Shamma Mohammed, Executive Council  
 Pooven Moodley, Scholarship  
 Aslam Moola, Shell  
 William Parry, Bank Of England  
 Thierry Perchet, Huntsman  
 Alexey Polyubay, L-Groupe  
 Toby Quantrill, Christian Aid  
 Rebecca Salt, Ceva logisitcs Ltd  
 Simon Watson, Royal Bank of Scotland  
 Steven Yamshon, SFPRIA

## 2011

John Pelton, Jacobs, Course Director  
 Ahmed Al-Rayes, Bahraïne Mumtalakat Holding Co.  
 Anne Bajorek, RedR UK  
 David Barnewell, GlaxoSmithKline  
 David Bright, Scholarship  
 Ross Cameron, Royal Bank of Scotland  
 Yun Chen, Bayer MaterialScience AG  
 Frank Doebert, Bayer MaterialScience AG  
 Zoe Hanslip, Bank Of England  
 Chris Kidd, GlaxoSmithKline  
 Peter Lacy, Accenture  
 Laurie Miller, Bayer MaterialScience AG  
 Thierry Moliere, Cotyinc  
 Kalyan Ram, Shell  
 Hannah Reynolds, Bank Of England  
 Rossana Viteri, Plan International Inc  
 Haitham Sadek, Procter & Gamble  
 Martin Shanahan, Forfas  
 Bassem Shehata, Procter & Gamble  
 Jason Shipstone, Drax Power Ltd  
 Thierry Soulier, Procter & Gamble

## 2012

Harald Liedtke, Covestro, Course Director  
 Bolaji Akinboro, Plan International  
 Hermann Bach, Bayer MaterialScience AG  
 Ani Banerjee, Private Investor  
 Ditlev Blicher, CEVA Logisitcs  
 Mary Brady, Coty  
 Andrew Brimacombe, Accenture  
 Paulo Caricati, Western Asset Management Co.  
 Charlie Dalrymple, RedR UK  
 Mauricio Finkelman, Procter & Gamble  
 Stefan Gehring, Bayer MaterialScience AG  
 Maria Ginnity, Forfas  
 Thierry Gueguen, Coty  
 Ali Hussain, Procter & Gamble  
 Victoria Kinahan, Bank Of England  
 Rahul Malhotra, Shell  
 Brendan Marken, GlaxoSmithKline  
 Franco Meropiali, Versalis spa  
 Lucy Murdoch, Accenture

Vera Nehoda-Hahn, Bayer MaterialScience AG  
 Anthony Nunan, BG Group  
 Oguzhan Orucoglu, Procter & Gamble  
 Nicholas Parish, Bank Of England  
 Joshua Rock, The University of Texas at Austin McCombs School of Business  
 Jodie Thorpe, Oxfam GB

## 2013

David Taylor, Accenture, Course Director  
 Suhaimi Bin Ibrahim, KPWKM Gov  
 Hanno Bruemmer, Bayer MaterialScience AG  
 Andrew Cave, Royal Bank of Scotland  
 Stephen Cornes, Procter & Gamble  
 Abdoulaye Dia, Oxfam  
 Laurent Frayssinet, Coty  
 Michael Friede, Bayer MaterialScience AG  
 Jen Hawes-Hewitt, Accenture  
 Khaled Kacem, BG Group  
 Rory Lamont, BP  
 Cecilia Madueke, Julius Berger Nigeria  
 John McDonald, Ceva Logisitcs  
 Celine McHugh, Forfas  
 Sourav Niyogi, Accenture  
 Enric Prat, Coty  
 Levant Tanriverdi, Procter & Gamble  
 Simon Toy, Procter & Gamble  
 Christopher von, Unilever  
 Sebastian Walsh, Bank Of England  
 Haider Waseem, Plan International  
 Madeline Whitaker, BG Group

## 2014

Bruce Morrison, GlaxoSmithKline, Course Director  
 Berthold Alfes, Bayer MaterialScience AG  
 Sarah Bailey, Bank Of England  
 Tammy Bliss, Coty  
 Helen Bushell, Oxfam GB  
 Rodrigo Bustos, Plan International Inc.  
 Eamonn Cahill, Forfas  
 Alessandro Del, Versalis  
 Claire Doody, GlaxoSmithKline  
 Jens-Hendrik Fischer, Lanxess Corporation  
 Eva Gardyan-Eisenlohr, Bayer Pharma AG  
 Gabriel Harnier, Bayer MaterialScience AG  
 Michael Hellemann, Bayer MaterialScience AG  
 Pascal Kornfuehrer, Bayer MaterialScience AG  
 Augustine Mandigora, Oxfam GB  
 Ankita Mehta, Bank Of England  
 Francesco Messina, Procter & Gamble  
 Sameh Mourad, Procter & Gamble  
 Andrea Olivar, Solidaridad  
 Joost Smits, Coty

## 2015

Anne Bajorek, Quest for Learning, Course Director  
 Gianluca Branda, Procter & Gamble  
 Rita Calento, Versalis S.Pa.  
 Luca Corradi, Accenture  
 Karsten Danielmeier, Bayer MaterialScience AG  
 Kieran Donoghue, IDA Ireland  
 Allassane Drabo, Scholarship  
 Vittorio Famiglietti, Versalis s.p.a  
 Margarita Gomez, GlaxoSmithKline  
 Katie Grey, RedR  
 Felix Hanisch, Bayer MaterialScience AG  
 Witold Nowacki, Procter & Gamble  
 Anita Odedra, BG Group  
 Virginie Oziol, Procter & Gamble

Thomas Pfennig, Bayer MaterialScience AG  
 Nina Schmarander, Bayer MaterialScience AG  
 Joseph Stead, Christian Aid  
 Duncan Young, Royal Bank of Scotland

## 2016

Simon Watson, Natwest, Course Director  
 Dean Blackman, GlaxoSmithKline  
 Andreas Brandt, Covestro AG  
 Graziana Carianni, Versalis  
 Ed Craig, ECCI, University of Edinburgh  
 Simon Eggers, Accenture  
 Doaa Gawish, Procter & Gamble  
 Carsten Hellman, Covestro AG  
 Carola Lesca, Procter & Gamble  
 Alexander Marcour, Covestro  
 Maeve Mcmahon, Ulster Bank  
 Yen Sze Soon, Accenture  
 Anette Trompeter, Plan International Brasil  
 Amit Vatsyayan, Oxfam GB  
 Andrea Verazzi, Versalis

## 2017

Stefan Gehring, Bayer, Course Director  
 Naif Alansari, P&G  
 Basak Aydin, P&G  
 Rachel Blackamore, RBS  
 Thomas Boettger, Covestro  
 Christine Bryant, Covestro  
 Phuong Bui Tran Nhu, Asia Society for Social Improvement and Sustainable Transformation (ASSIST)  
 Ruth Crowell, London Bullion Market  
 Michel Dirickx, P&G  
 Tahir Faruqui, Shell  
 Stephen Knight, Accenture  
 Guido Naberfeld, Covestro  
 Julia Oppermann, Accenture  
 Lars Phillips, Covestro  
 Luca Piludu, Versalis  
 Richard Pragnell, Great Ormond Street Hospital Children's Charity  
 Tamas Varga, ENI / Dunastyr Zrt  
 Valerie Vencatachellum, Tony Blair Africa Governance Initiative

## 2018

Sourav Niyogi, Accenture, Course Director  
 Laurie Braxton, GlaxoSmithKline  
 Martin Breloer, Covestro  
 Gabriela Bucher, Plan International  
 Michael Crow, RBS  
 Neville Dalmedo, Endless Ltd.  
 Tawfik Deifalla, P&G  
 Massimo Ferrari, Barilla Group  
 Penny Fowler, OxFam GB  
 Yasmin Georgiou, Gosh Charity  
 James Hallam, Accenture  
 Jim Hodges, P&G  
 Pierre Lanau, Accenture  
 Chiara Laudani, P&G  
 Karen Maclean, RBS  
 Sakhila Mirza, London Bullion Market  
 Tommaso Prando, Versalis  
 Angelina Prokofyeva, Covestro  
 Uwe Schenk, Covestro  
 Dario Speciale, Versalis

## 2019

Michael Thomas, P&G, Course Director  
 Saverio Albanese, Versalis  
 Giorgia Arnaboldi, Shell  
 Jane Arnold, Covestro  
 Caroline Ashley, Oxfam  
 Tina Barnes, Seafarers UK  
 Rushad Chinoy, Accenture  
 Richard Clark, Q5 Partners  
 Melek Daoud, P&G  
 Gianrocco Fiorentino, Versalis  
 Kai Grunwald, RBS  
 Franck Guo, Johnson Matthey  
 Torsten Heinemann, Covestro  
 Dennis Huang, Playmaker Consulting Group  
 Sandeep Khanna, Accenture  
 Richard King, Chatham House  
 Remco Lensing, AkzoNobel  
 Ilkay Ormandy, P&G  
 Julia Rubino, Covestro  
 Guilherme Ruschel, AkzoNobel  
 Andrew Sharman, P&G  
 Dimitrios Timotheou, P&G  
 Hollie Voyce, RBS  
 Mayank Wadhwa, Accenture  
 Xiaobin Zhong, Covestro

## 2021

Carol Akiwumi, Money4YOU  
 Andre Almeida, AkzoNobel  
 Nafiseh Azarmi, SnappTrip  
 Ana Barbas, Bayer Pharma  
 Ana Beatriz Moraes  
 Helge Berten, Covestro International SA  
 Oriana Brine, Forum for the Future  
 Julie Chevalier, P&G  
 David Crawford, NatWest  
 Sinem Daysal Biel Tres, P&G  
 Diana de Cordoba, GSK  
 Charles Ding, AkzoNobel  
 Cat Divers, My Pickle CIC  
 Hannah Dowler, Accenture  
 Jefferson Edwards, Royal Dutch Shell  
 Massimo Ferrari, Barilla  
 Sioned Ferriday, AkzoNobel  
 Will Forder, Accenture  
 James Francome, Accenture  
 Melanie Gallmann, P&G  
 Stefanie Gebele, AkzoNobel  
 Nourdin Ghalit, AkzoNobel  
 Ludmila Giordano, AkzoNobel  
 Tamara Goes, AkzoNobel  
 Jo Gray, Youth Business International  
 Eva Gu, AkzoNobel  
 David Guild, Spectator Winner  
 Vanessa Harding, Accenture  
 Wasantha Heenatigala, AkzoNobel  
 Sirilux Hemphan, AkzoNobel  
 Brieke Hillen, AkzoNobel  
 Sarah Hinton-Smith, NatWest  
 Ludovico Honorati, P&G  
 Anahita Hosseini, United Nations  
 Wang Hua, AkzoNobel  
 Bum Jung, AkzoNobel  
 Kate Kenny, Jacobs UK Ltd  
 Tobias Kraft, AkzoNobel

Katarina Kubicki, AkzoNobel  
 Daniel Laskey-Heard, The Marie  
 Collins Foundation  
 Jean Baptiste Le Floch, Supply  
 Network Organization  
 William Livesey, Accenture  
 Aunchalee Long, Accenture  
 Chris Maguire, NatWest  
 Laszlo Marta, P&G  
 Gary Mason, Spectator Winner  
 Nazzareno Maurizi, Product Supply  
 Matthew McCracken, NatWest  
 Adam McInnes, NatWest  
 Clayton Nash, City Fibre  
 Heather Naylor, Accenture  
 Agata Otero, Energy Garden  
 Lucia Palmiotto, Versalis  
 Victoria Pavan  
 Michael Potter, Accenture  
 Peter Psaila, NatWest  
 David Quinn, NatWest  
 Leigh Renders, NatWest  
 Stuart Richardson, GSK  
 Ben Rose, NatWest  
 Sonia Saddique, Accenture  
 Kate Sandhu, City Fibre  
 Martin Sedgwick, EcoAct, an Atos Co.  
 Pawel Sikora, P&G  
 Pawel Sobalak, AkzoNobel  
 Sam Sun, AkzoNobel  
 Manting Tang, Akzo Nobel  
 Naiomi Thalayasingam, NatWest  
 James Thompson, Accenture  
 Brent Tyson, AkzoNobel  
 Veronika Usachova, P&G  
 Brent van den Berg, AkzoNobel  
 Jorrit van Rijn, AkzoNobel  
 Luc Viardot, AkzoNobel  
 Kate Visser, NatWest  
 Karen Wilkinson, AkzoNobel  
 Nathaniel Williams, Accenture  
 Alan Yang, AkzoNobel  
 Biaobiao Zhu, AkzoNobel

## 2022

Alberto Navarretta, ENI, Course Director  
 Rajyashree Banerji, Accenture  
 Jamie Brookes, Natwest Group  
 Luca Casagrandi, ENI  
 Chris Clark, Youth Business International  
 Abigail Coker, Accenture  
 Martijn Damen, Shell  
 Madeline Douglas, Natwest Group  
 Magid El-Amin, Catch 22  
 Douglas Kooyman, Shell  
 Marco Merino, Accenture  
 Marco Minghelli, P&G  
 Selda Oren, P&G  
 Paul Reaidy, P&G  
 Peter Ross, Accenture  
 Jenni Scott, Shell  
 Teia Tacconi, Accenture  
 Ivan Tay, Shell  
 Scott Ward, Natwest Group  
 Tolu Yerokun, Accenture

## 2023

Claire Hamlin, Q5, Course Director  
 Savannah Auton, Accenture  
 Michael Carpano, P&G  
 Wakova Carter, Accenture  
 Dushen Chetty, Novartis  
 Anna Chojnicka, Youth Business International  
 Michael Cole, Accenture  
 Laetitia Comet, P&G  
 Lesley Cowie, Natwest  
 Rossella Di Virgilio, Versalis  
 Rob Duncan, The Cabinet Office  
 Alessandra Giusti, Versalis  
 Nana Goula, P&G  
 Michael Hansen, Shell  
 Harish Harlani, P&G  
 Thomas J Rogers, Accenture  
 Rishi Jain, Novartis  
 Audrey Kauffman, Novartis  
 Briony Krikorian-Slade, UK Finance  
 Edward Levy, Accenture  
 Christian Lumsden, Shell  
 Kevin Marshall, Microsoft Ireland  
 Chelsea McManus, Shell  
 Andrea Myers, Novartis  
 Dean Neill, NHS Blood and Transplant  
 Chirag Parmar, Shell  
 Emanuele Pazzini, Versalis  
 Ilias Sarris, Accenture  
 Martin Talbot, Jacobs  
 Grace Treanor, Natwest Group  
 Brian Wilks, Shell

Participants job roles and/or associated employer cited in this book are respective to the year in which they are mentioned.



# CONCLUSION

A review of 70 years of the Oxford University Business Economics Programme shows an educational experience that was always ahead of its time.

Alumni of the  programme have often spoken of the transformative effect of the new knowledge and new thinking they acquired



From anticipating the launch of executive education in Oxford by a good 13 years to introducing little-known external speakers who would go on to become hugely influential, a look at what OUBEP was doing in any year would provide a good guide to what and who would be important 20 years later.

This continues to be the case as a changing political landscape and increasing globalisation have not only highlighted the role of business in creating and potentially addressing a range of social challenges, but also reinforced the fact that it will be crucial to solving the existential challenge of climate change.

OUBEP has led the way in actively seeking out delegates and speakers from all parts of the economy. It introduced lectures and discussions on environmental impacts before such ideas became mainstream. And while the summer school remains central to OUBEP's offering, it is expanding beyond that to bring the latest economics thinking to a wider audience via online lectures and focused seminars.

Most recently it has launched a bespoke programme for in-house teams, The Economics of Climate Change. Born out of a conversation with the Sustainability team at a large consulting firm, the programme addresses the issues of

climate change, energy transition and sustainable finance, and discusses how economic principles can help guide the design of climate change policies and solutions.

OUBEP alumni have often spoken of the transformative effect of the new knowledge and new thinking they acquired, as well as enjoying being part of one of the 'best-kept secrets' in business. As successive crises threaten the balance of the world economy, and as we struggle to reduce carbon emissions to net zero by 2050, it might be time to stop keeping that secret quite so well.



OUBEP is not a leadership programme in the sense that it teaches leadership, but it is undoubtedly a programme for leaders. It provides an introduction to the principles of economics, placing the delegate and their organisation within a global context in which we are living with the impact of others' decisions while trying to shape new outcomes for ourselves and for future generations.

Drawing on the cutting-edge research of Oxford's academic economists and relating it to the "real world" knowledge of delegates in a variety of sectors and markets, it remains a unique and powerful experience both for the individuals who attend the programme and the organisations that sponsor them.

Jenny Hayward, Head of Administration and Finance, Oxford University





