GNAM Alumni Module Pilot Series

Module: Oxford Lenses on Leadership

Dates: 24 – 27 June 2025

Location: Oxford, United Kingdom

Fee: GBP £1,600 (~USD $2,000)

Application deadline: 23 May 2025

Application form link:
https://forms.office.com/Pages/ResponsePage.aspx?id=0_f6dPS28E20USW7aEgHXOLimFc2NLJPgDMPvtkx5RNURDhTT1VYRU1GNFFKTEJQUEQzN0RCVDlSQy4u

Description

As part of a great university, Oxford Saïd aims to make the wider intellectual richness of Oxford available to its students and staff in various ways - for example, by engaging with ideas, activities and scholarship from the humanities and from the University's entrepreneurial and scientific ecosystems.

This course looks at the challenges of leading businesses through the lenses of different disciplines, combining historical perspectives on the development of the firm and global trade with some of the reflections and wisdom about leadership from scholars across the arts and sciences.

A full course overview is provided on the following pages…

Oxford Lenses on Leadership

Programme Faculty: Kathy Harvey, Chris McKenna Pegram Harrison

June 2025

Format:

Based at the Saïd Business School, the course will include visits to various parts of the wider university and city of Oxford. The schedule includes lectures, case discussions, exercises, and guest speakers.

Content:

This course uses Oxford and its Humanities heritage and its entrepreneurial ecosystem as lenses for understanding leadership in the global business environment.

As part of a great university, Oxford Saïd aims to make the wider intellectual richness of Oxford available to its students and staff in various ways - for example, by engaging with ideas, activities and scholarship from across the academic spectrum, from humanities to life sciences and management education. This course looks at the challenges of leading businesses through combining historical perspectives on the development of firms and global trade, to reflections on leadership in the age of AI, extracting lessons from philosophy, music, architecture and scientific innovation.

The work of historians, philosophers, classicists, as well as the study of literature and artefacts from diverse cultures and traditions, can shed light on most challenges that concern business school students as we all seek to contextualise our future challenges. The study and performance of drama and music can develop perspectives on leadership and communication that are valuable in other contexts, including companies and organisations. And the pursuit of critical questions with a spirit of humane enquiry can expand and enhance our appreciation of value.

In short, leadership learning happens in more ways than are dreamt of in a business school alone. Thus, the purpose of this course is to widen and enrich your learning as aspiring business leaders. You will experience ideas and practices which are essential to meeting the wide and rich opportunities you face in your own careers, and reflect on the leaders and businesses which created the complex global business environment.

No prior knowledge is expected; instead, be willing to engage actively in class discussion, external activities, and critical debate.

Course Outcomes

By the end of the course, students should be able to ask and answer questions like the following:

Structures of Power - *How does the world around us communicate ideas of authority, or influence how people think?* Architecture and the built environment are tools of leadership communication as strongly as words or deeds: and Oxford possesses some uniquely well preserved and understood artefacts of how power is represented at different - and especially turbulent - times in English history. The outcome of learning how to "read" this architecture is a better understanding of these particular levers of power and influence: how to use them, and how to resist them.

Leadership across time: past, present, future - *How does the past shape the present and future? What can the lessons of the first industrial revolution teach us about how to navigate the disruption current technological change?* The outcome of an historical perspective is a better ability to predict outcomes before they happen. History is the surest guide to the present and the future, and its interpretative and analytical techniques - when applied to any context, or any corpus of evidence and data - bring insights for strategy, decision-making, and leadership generally.

Heritage and the value of the past - *What is value? How is it measured? How is it measured and preserved?* The study of heritage - and the management of it - bring lessons and learning outcomes for understanding value in more nuanced and realistic ways than we normally condition ourselves to with a mainly financial toolkit.

The purposeful leader – *What is purpose? How is it identified, articulated, and sustained?* The word is used very often today to focus an organisation's mission and vision. But what does it really mean? And can organizations ever be said to have only one, or must leaders juggle multiple purposes at once? We will explore the theme of multi-dimensional leadership with leaders from Oxford's scientific and arts communities

Entrepreneurial leadership – Is *there a difference between entrepreneurial and other forms of leadership?* How can the experience of start-up founders and funders at Oxford shed light on our own leadership challenges?

The landscape of leadership in the AI age – *what are the factors which will shape decision making in the uncertain territory ahead.* How can we make sense of the ethical and practical dilemmas facing us as leaders as the AI shapes innovation, organisations and the future of work?

Entrepreneurial leadership – Is *there a difference between entrepreneurial and other forms of leadership?* How can the experience of start-up founders and funders at Oxford shed light on our own leadership challenges?

Coordination and Communication - *How do teams work? What is the role of leadership? How is that influence established, used and maintained?* We'll explore these questions through musical performance. Musical ensembles represent team dynamics in a very physical way; the outcome of engaging with a musical ensemble is understanding and feeling how these dynamics work more memorably than is possible from leadership theory.

Faculty Profiles:

Kathy Harvey, Associate Dean for Global Networks and Innovation, Saïd Business School, University of Oxford

Kathy Harvey is Associate Dean for Global Networks and Innovation, and a Fellow of Keble College.

Kathy is responsible for the School's international strategy and partnerships, taking a lead in ensuring that the School succeeds in its mission to create global impact. She also works across the University and with external stakeholders to strengthen partnerships focused on innovation and is responsible for articulating and developing the School's global strategy, including academic partnerships with institutions across the world.

Kathy also takes a lead role in supporting the professional development of women students at Oxford Saïd. In her teaching role she leads the Entrepreneurship Project for the Executive MBA and teaches crisis and stakeholder management on programmes within the Executive Education portfolio. She is also a member of the Oxford Coaching Community, working with senior executives to achieve their professional goals.

Previously Kathy held the position of Associate Dean for the MBA and Executive Degrees, overseeing the design and development of a range of programmes, from executive diplomas to the Executive MBA and MBA. She has also directed the Executive MBA and led the School's Open Programme Portfolio.

Previously, she worked as a journalist and consultant, coaching senior executives and leading the strategic development of executive programmes for managers across the private and public sectors. She began her career working for the BBC as both a producer and reporter for thirteen years. As a political correspondent, she has interviewed many leading political figures including Tony Blair, Margaret Thatcher and Gordon Brown and covered several General Election campaigns. She has also worked as a freelance producer for Channel 4 TV and has written for the Sunday Times, Financial Times and the Independent.

Find out more about Kathy's work, visit her full [School profile](#).

Pegram Harrison, Senior Fellow in Entrepreneurship, Saïd Business School, University of Oxford

Pegram's research and teaching concern entrepreneurship and leadership in an entrepreneurial context.

He is a member of the Oxford Centre for Entrepreneurship and Innovation, and of Brasenose College, Oxford.

He teaches entrepreneurship (pre-start-up, opportunity recognition and business planning) and leadership (especially in entrepreneurial contexts) to executives and Diploma students, as well as on the MBA and undergraduate programmes.

He also conducts research at the intersection of business and social issues, and on projects relating to business education, particularly for women entrepreneurs in Muslim communities.

Pegram received a BA in Literature from Yale University, a PhD in English Literature and Indian History from the University of Cambridge and an MBA from the London Business School. Before joining Saïd Business School in 2008, he taught entrepreneurship and strategy at the European Business School, London, and was Director of the Emerging Leaders Programme at the London Business School. He has also taught literature and history at New York University and Birkbeck College at the University of London.

Pegram has worked as a strategy consultant around the world for both public and private sector organisations, as well as for governments in both developed and developing countries.

He is a founder member of the Pan European Entrepreneurship Research Group, an association of researchers based at Paris-Dauphine University who work on European entrepreneurship and higher education.

Find out more about Pegram's work, visit his full [School profile](#) and read his [CV](#).

Chris McKenna, Reader in Business History and Strategy, Saïd Business School, University of Oxford

Alongside his role as a University Reader, Chris is a Fellow of Brasenose College, Oxford.

Chris's current research project is the history of white-collar crime from the South Sea Bubble to the present.

Chris was an undergraduate in economics at Amherst College and completed his PhD at the Johns Hopkins University. He has worked on Wall Street and in the City of London and has held research fellowships at Yale University, Georgetown Law, and the Harvard Business School. Prior to joining Saïd Business School, Chris taught at the Wharton School in the University of Pennsylvania.

Expertise:

- Organisational and technological change since the Second Industrial Revolution
- Transmission and translation of management models
- International history of white collar crime
- Influence of professionals in shaping corporate governance

Find out more about Chris's work, visit his full [School profile](#) and read his [CV](#).