Course structure

Summary

The Chevening, Rolls-Royce Science, Innovation and Leadership Programme (CRISP) is a well-established scholarship programme for high-flying mid-career professionals – many of whom will already occupy senior positions in their organisations - in the fields of business, science and innovation in India. The ideal applicant will already have demonstrated entrepreneurial drive and the ability to innovative effectively - whether within organisations or on their own. Applicants are expected to include:

- Business people from major service companies, manufacturing businesses and state-owned companies
- Research scientists, academics and public sector employees
- Entrepreneurs and individuals who serve and fund the entrepreneurial community

The programme is funded by the UK Foreign and Commonwealth (FCO) and Rolls-Royce plc. The FCO works to promote and protect UK interests internationally, and works with other countries to make progress on issues of mutual concern like trade, climate change, security and economic development.

Royce-Rolls is a global company, providing integrated power solutions for customers in civil and defence aerospace, marine, energy and power markets.

The programme comprises an initial briefing in New Delhi and Sri Lanka preceding your arrival into the UK and 11-12 weeks in Oxford followed by post-programme alumni activities. The main elements of the 2016 CRISP programmes will be:

<table>
<thead>
<tr>
<th>Month</th>
<th>Activity</th>
<th>Duration</th>
<th>Where?</th>
</tr>
</thead>
<tbody>
<tr>
<td>February</td>
<td>Initial briefings</td>
<td>Two days</td>
<td>New Delhi / Sri Lanka</td>
</tr>
<tr>
<td>April to June</td>
<td>Main programme</td>
<td>11-12 weeks</td>
<td>Oxford</td>
</tr>
<tr>
<td>November and beyond</td>
<td>Alumni events</td>
<td>To be determined</td>
<td>India / Sri Lanka</td>
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The Oxford programme will focus on five academic themes and a range of additional elements.
Part A: An Overview of the CRISP programme

CRISP Stakeholders

The main CRISP stakeholders are:

- FCO and Rolls-Royce – as sponsors, advisers and hosts of visits
- Chevening Secretariat – administrators of the FCO’s Chevening programme
- British High Commission, New Delhi – local organisers of CRISP in India
- British High Commission, Colombo – local organisers of CRISP in Sri Lanka
- Oxford University – programme provider
- Professors, associates and experts – teachers, tutors and speakers
- UK organisations and companies – hosts of visits and meetings
- CRISP Fellows – participants
- CRISP alumni from all years

The programme is designed and delivered by the Saïd Business School at the University of Oxford. It draws on faculty and colleagues from across the University’s academic divisions.

Rolls-Royce

Rolls-Royce is a leading UK-based company with a global reputation for excellence. The following facts are taken from its website:

1. Rolls-Royce’s vision is to create better power for a changing world via two main business segments, Aerospace and Marine & Industrial Power Systems (MIPS). These business segments address markets with two strong technology platforms, gas turbines and reciprocating engines, for use on land, at sea and in the air.


3. Rolls-Royce has customers in more than 120 countries, comprising more than 380 airlines and leasing customers, 160 armed forces, 4,000 marine customers, including 70 navies, and 1,600 energy and nuclear customers.

4. Annual underlying revenue was £15.5 billion in 2013, around half of which came from the provision of aftermarket services. The firm and announced order book stood at £71.6 billion at 31 December 2013.

5. In 2013, Rolls-Royce invested £1.1 billion on research and development. It also supports a global network of 31 University Technology Centres, which position Rolls-Royce engineers at the forefront of scientific research.

6. Rolls-Royce employs over 55,000 people in 45 countries. Over 17,000 of these are engineers.

7. The Group has a strong commitment to apprentice and graduate recruitment and to further developing employee skills. In 2013 it employed 379 graduates and 288 apprentices through its worldwide training programmes.

For details, please visit www.rolls-royce.com
UK and India

The British High Commission, New Delhi, is responsible for managing all aspects of the relationship between the United Kingdom and India. Its mission is:

*We enhance the India-UK relationship - that is stronger, wider, and deeper - generating more jobs, more growth and more security for our two nations. The UK-India relationship is founded on a broad range of mutual interests. We work closely together on issues as diverse as education and research, energy security and climate change, security and defence, international relations.*

Two of its priorities are:

Collaborating with India on Science and Innovation for increasing UK business links with India
Expanding the prosperity partnership with India and the UK

For details, please visit [www.gov.uk/government/world/india](http://www.gov.uk/government/world/india)

UK and Sri Lanka

The British High Commission, Colombo, is responsible for managing all aspects of the relationship between the United Kingdom and Sri Lanka. Its mission is:

*We represent the British government in its relations with the Sri Lankan government, and support British interests in Sri Lanka.*

Two of its priorities are:

Enable HMG and UK organisations to build a network of Sri Lankan scientists and researchers
Develop the capacity of some of Sri Lanka’s future leaders by giving them a world view which has at its centre an understanding of the UK’s achievements and of developments in the EU.

For details, please visit [www.gov.uk/government/world/sri-lanka](http://www.gov.uk/government/world/sri-lanka)

Programme objectives

The primary objectives of Chevening’s Indian and Sri Lankan programmes are to:

- **Promote** Indian and Sri Lankan - UK political, economic and commercial interests
- **Increase** knowledge of and respect for British Institutions and values
- **Encourage** India and Sri Lanka’s future leaders to forge lasting ties with the UK and to enable Chevening Fellows to meet opinion formers and decisions makers in politics, government, business, journalism, science and technology and civil society
The specific aims of CRISP are to:

- **Expose** India and Sri Lanka’s scientists and future leaders to the UK’s innovators, entrepreneurs, and leaders of science and research, and to enable them to build networks of UK-based contacts so that the UK becomes their international partner of choice
- **Expand** the horizons and capacities of some of India and Sri Lanka’s future leaders by giving them a world view which has at its centre an understanding of the UK achievements and of developments in the EU
- **Enable** HMG and UK organisations to develop contacts with India and Sri Lanka’s next generation of scientists and public servants
- **Create** awareness of the interactions between research, innovation, policy & leadership

CRISP Fellows should return to their home countries intellectually enriched, with their personal and professional ambitions stretched based on a confident and realistic understanding of their strengths. They should be eager to seek out and take on larger leadership roles in their professional lives, committed both to helping development in India and Sri Lanka and to long term engagement with the UK including the British High Commission, Rolls-Royce and Oxford.

Their experience in Oxford will provide them with high quality professional development and a durable and positive impression of the UK. The programme itself will give the fellows first-hand and daily experience of British values (and to the way in which problems and differences are resolved). Fellows will be introduced to a wide range of UK institutions, and will have the opportunity to lay the foundations for a lifelong network of connections to each other and to individuals and institutions in the UK.

**Scope of the programme**

The programme will start with a briefing in India and Sri Lanka to those selected at interview. This will provide the opportunity for initial introductions and enable fellows to prepare effectively for the main programme including business plans and to begin to identify potentially useful contacts. A number of CRISP alumni from previous programmes will be present at the briefing sessions to share their perspectives and practical advice.

The main academic strands to the programme in Oxford will be science, innovation, leadership and management, and the wider context, including global challenges, politics and international relations. As part of the programme each participant will research, develop and present a business plan, making a total of five themes:

1. Science, technology and economic development
2. Innovation and entrepreneurship
3. Leadership and management (including branding, basic finance, major projects etc)
4. Global challenges and opportunities (including environmental, social and political issues)
5. Individual research projects and business plans
Throughout the CRISP programme, there is a strong emphasis on personal development. This includes self-awareness (including personality types), skills development (including communication, presentation, and listening), networking, broadening perspectives (new ideas, new approaches), visual communications, and the pursuit of personal studies and interests. CRISP Fellows will have individual tutors/mentors.

In addition, the programme includes a wide range of additional elements including visits, tutoring, an emphasis on visual perceptions and communication and extensive social and cultural opportunities. Visits will focus on UK institutions, science centres, local companies, and places of interest.
Opportunities, learning, and experience

The CRISP programme is deliberately broad and open-ended. It is designed to stimulate intellectual enquiry, to sharpen critical thinking skills, to provoke a sense of opportunity and to encourage and support practical ambition and the creation of networks. Intellectual inputs – theories, perspectives and insights - will be juxtaposed with the experiential parts of the programme.

Learning throughout the programme will be appropriate to the Chevening CRISP Fellows, as a group and individually: drawing on their own personal and professional backgrounds with individual tutoring, as well as group activities and exercises.

The academic sessions will address important and challenging issues from a variety of perspectives and in a variety of ways. In addition, participants will be encouraged to undertake self-directed study, pursuing ideas and perspectives that they find interesting.

The formal sessions and activities are compulsory, and require full concentration.

The programme includes plenty of time and opportunity for participants to shape their individual learning and experience. The extent to which they do so will be one of the measures of their success on the programme.

Applicants should be clear that the CRISP programme is not a normal training programme. It does not lead to a qualification or an accreditation. Nor does it have a closely-defined syllabus, leading to a formal set of knowledge. The fellows should find the material interesting, and much of it should stimulate ideas and an awareness of different approaches that could be potentially valuable at an individual or organisational level, or nationally.

As the aims of the programme are open-ended, and the fellows will come from a wide range of backgrounds and have different specific interests, a narrow search for immediate “relevance” will not be appropriate, and may even be positively unhelpful. It is better to be open and alert to drawing lessons from apparently unrelated fields. This is challenging, and will not suit everyone. If you are looking for a training course with specific outputs that you can tick off one by one, this is not the programme for you.

Participants are informal ambassadors for India, Sri Lanka and the Chevening programme and are expected to act with consideration for others and courtesy at all times and to adhere to a simple set of guidelines and rules for the programme.

The Oxford experience

The CRISP Fellows will be members of the university while they are in Oxford, and will be encouraged to take part in university and student activities. Fellows will have access to university libraries, buildings and facilities, and be issued with university cards and email accounts.
They will be members of the Saïd Business School, where most academic sessions will take place and visiting student members of St Cross College.

There will be many opportunities to meet other university students informally, including at the Business School, St Cross College and through student societies such as the Oxford India Society.

Many university faculties and academic departments arrange special lectures (often at 5:00pm) to which all members of the university are invited. It is sometimes necessary to register for the most popular of these open lectures (and occasionally there is a small charge). Details are shared in the Lecture List published at the start of each term and available online. CRISP Fellows will be encouraged to attend open lectures of potential personal interest.

Regular lectures for students on examined degree courses (such as the MBA) are not open to other students, but there will be a number of special talks and seminars at the Business School which CRISP Fellows can attend.

Accommodation in Oxford will be provided for CRISP Fellows only (not for partners or children).

Self-directed study and networking

As noted above, CRISP Fellows will have the opportunity to attend special talks and seminars at the Business School and open lectures across University faculties.

The programme directors will be pleased to discuss any specific academic projects that individual fellows might wish to pursue, and would help make appropriate introductions across the university.

Similarly the directors will seek to facilitate meetings with practitioners and experts across the UK.

Details of the CRISP themes and additional programme elements

The five academic themes are described in Part B, and the additional programme elements in Part C. Some of the major university institutes and departments that contribute to the CRISP programme are listed in Part D.

Summary

In summary, participants should find the CRISP programme and their time in Oxford at Saïd Business School inspiring, challenging, and stimulating. Many CRISP alumni have found it a transformational experience, returning to India with new ideas and approaches, expanded networks, deeper understanding and confidence, and with a commitment to significant contributions to their organisations and communities.
Part B: The academic themes

Theme 1: Science, technology and economic development

The main aims here are to:

- Alert fellows to the breadth of current scientific research in and around the University, including visits to a number of academic departments
- Describe the organisation of science and research in the UK and introduce key policy issues such as funding and the balance of priorities and ways of evaluating the impact of research
- Show examples of how science and technology-based innovations and entrepreneurship can be carried forward to successful businesses

There will be visits to the Department of Business, Innovation and Skills, at least one major science facility at Harwell and if possible to local companies. A visit may also be arranged to the BMW MINI plant in Oxford.

Theme 2: Innovation and entrepreneurship

This theme explores the drivers of innovation, and examines how entrepreneurial attitudes to management can have a positive impact, in both the private and public sectors. It focuses on innovation, entrepreneurship and intrapreneurship. Harnessing scientific and technological innovation and developing natural creativity and entrepreneurial skills, will help India secure its place in the global economy and address a wide range of issues such as:

- Political, economic and demographic challenges
- Medicine and public health
- Infrastructure (in particular for water and transportation)
- Education and skills for a large and diverse population
- Inclusivity and the economic empowerment of women
- Energy, climate, and sustainability.

Theme 3: Leadership and Management (including branding, change management, managing cross cultural relations, major projects)

Many CRISP Fellows, as outstanding mid-career scientists, government, business and professional people, will already be in positions of leadership. In the years after the programme, CRISP Fellows should look forward to taking on substantial leadership roles, within their organisations (established or innovative) or as “thought leaders” contributing to vigorous Indian conversations about the nation’s development, values and policies.

Leadership development will take place through the CRISP programme both in the formal academic sessions and in the additional course components described below. It will focus on personal, interpersonal, and organisational aspects.
This theme will include talks from colleagues at the Business School ranging from psychology to leading teams, transformational change, leading major programmes and crisis management. There will be expert talks on retailing in India, brand management and national branding. Faculty members (with a range of academic disciplines) at the Business School, as well as experts from the wider community, will present various ways of thinking about leadership and developing leadership skills.

The CRISP Fellows may also be offered lectures on international finance which will help them better understand international debt, currency fluctuations and foreign investment.

**Theme 4: Global challenges and opportunities (including environmental, social and political issues)**

In this theme, experts will both set the global context and examine some specific political issues in more detail. It will explore the political context in which Indian scientists and innovators work.

Academic sessions with members of the Oxford Martin School and the George Institute for Global Health will stimulate discussion of global challenges including public health, climate change, sustainable cities and international relations.

As the world becomes increasingly globalised, internal political developments in the US, China, and elsewhere grow in importance to India, as well as more traditional foreign policy issues, such as the changing role of international organisations.

Potential topics for academic sessions include:

- Developments in China
- The USA’s global role and internal politics
- Good governance
- UK and EU
- The BRICS and the realignment of economic and political power
- International organisations and policies, including the responsibility to protect
- UK political and constitutional developments
- Evidence-based policy making: the role of research in policy development

As the UK prepares for a referendum on its membership of the EU, we will focus on the issues involved including the implications for Scotland and examine the political campaigns, opinion polls, media coverage and the impact of social media.

**Theme 5: Individual research projects and business plans**

CRISP Fellows will develop a business plan. The classes will address many of the key issues that entrepreneurs and innovators need to address. There will be a
strong practical emphasis with extensive reference to practitioners’ experience, successes and problems.

The business plans may be written about internal opportunities that the fellows face in their current jobs, or they may write about new business start-up ideas. And they may also choose to compose a plan that details the steps needed to start a social enterprise. These weeks will be led by Dr John Hoffmire, the Director of the Said Business School Venture Fund.

In preparation for the business plan, and as a major self-standing exercise in its own right, each scholar will be asked to write a ten page research paper. This will address the business problem that the business plan will solve. Inherent to this process is the assumption that any good effort at developing an enterprise has to meet an individual, organisational or societal need.

It is worth noting that one of the 2012 fellows received funding of $100,000 from Johnson and Johnson following the presentation of his business plan.

One important element of the research project and the business plan is that they should be proactive documents. A fellow should have given a great deal of thought to her or his interests before applying for the programme. We do not want to accept into the programme those who are setting out to explore a lot of options. Instead, we want dedicated entrepreneurs and intrapreneurs who are either already in the process of starting and/or growing ventures or social ventures, or those who are acting as change agents within existing larger organizations where new ways of thinking and acting will bring about meaningful transformations in productivity and innovation.
Part C: Additional course components

A  Pre-programme in India and Sri Lanka

Oxford will assist in the selection of applicants, at both the long-listing and interview stages. The programme director will visit both New Delhi and Colombo to participate in the interviews and briefings.

In addition to the briefing in New Delhi and Colombo, the fellows will be provided with practical and academic information by email, together with some initial readings.

B  Tutoring

Tutors will help guide individuals through the content of the programme, and will also work to ensure that each person gets the most out of his or her experience. Developing a personal development plan by the final week of the programme will be an on-going activity. Tutors will ensure that each person specifies goals for learning outcomes and finds the most appropriate ways for achieving them.

Tutors will have three sessions with each tutee:

1. Getting to know them and what they want to get out of the programme and their time in Oxford
2. How are things going? What have they got out of the programme to date? What else do they want to get and can the tutor help in this regard? In this session there will also be an initial discussion of the tutee’s Personal Action Plan.
3. What are the tutee’s plans for the future - review of completed Personal Action Plans.

C  Visits

The sessions occurring outside Oxford will involve visits to significant locations and institutions in the UK:

- Rolls-Royce
- UK Government offices in London (FCO and BIS) and major institutions such as the Houses of Parliament and the British Museum. Participants may also wish to explore the National Gallery, Tate Modern, Covent Garden, the Royal Parks, the Law Courts/Inns of Court and the Thames
- European and International Organisations - especially the European Commission and other EU bodies in Brussels (and possibly the European Organization for Nuclear Research, known as CERN an international organization which operates the world’s largest particle physics laboratory and of which India is an observer member).
- Research and policy units at other UK Universities, such as the Advanced Manufacturing Centre at Warwick. It should also be possible to visit Cambridge.

Local science facilities and companies including:
• The Diamond Light Source
• The Rutherford Appleton Laboratory
• Jaguar Land Rover (part of the Tata Group)
• MINI, which is part of the BMW Group
• Oxford Instruments. This was in effect Oxford’s first major spin-out company, founded in 1959. It is now a leading provider of high technology tools and systems for research and industry
• Science education projects in Oxford and Oxfordshire
• Other local companies and organisations.

D The visual element
Images, photographs, graphics, charts, colours and maps are familiar and important aspects of communication. Miranda Creswell will introduce the idea that there has never been a more important time to look at how the visual affects our lives: in reading information and data, in leadership and motivation, in personal and corporate identity. She will be looking at how these contemporary concepts could be based on artists from the past, who used powerful visual standards to portray information and ideas. She leads visits to important art collections.

Miranda will also encourage the CRISP Fellows to draw or paint (which many may not have done for many years) and to reflect, in a visual way, on their personal development.

E Social and cultural programme
In addition to time spent in overt learning activities, we will arrange a lively social and cultural programme, taking the CRISP Fellows to a variety of events and places, including both major heritage sites and several less well-known destinations. These visits will deepen the fellows’ real engagement with the UK and their understanding of the past, present, and future of its involvement with India.

These will be scheduled from among (but not limited to) the following possibilities:
• Oxford Museums, the Botanical Gardens, Wytham Woods and the River Thames
• Blenheim Palace and grounds
• Winchester; Salisbury; Cotswold villages and towns
• Avebury World Heritage site; the Ridgeway, Uffington White Horse & Wayland’s Smithy
• National Trust and English Heritage sites, Compton Verney
• Theatre, film, concerts. In addition to excellent professional theatres and concerts, there are student productions and concerts throughout the University Trinity (summer) term.

F Contacts with full-time students
There will be opportunities for the CRISP Fellows to meet MBA and other Business School students and to mix with graduate students in all academic disciplines (particularly at St Cross). In addition, arrangements will be made for joint activities
with various Oxford societies relating to India, including the Oxford Indian Society (OIS).

G Concept cafe

Each programme will include one or two ‘concept cafes’. Working in small groups, participants choose a picture, a poem of some other piece of art that has significance to them and in turn share their reflections, thoughts and what their chosen item means for them. As an alternative, participants may be asked to describe a significant moment or event in their lives.
H Final week
This week will be primarily a celebration of what the fellows have achieved. We hope that the fellows will be able to attend Encaenia – which marks the end of the academic year and includes the honorary degree ceremony (places cannot be guaranteed, but should usually be available).

The week will include special events and an award ceremony.

J Monitoring and feedback mechanisms
As is normal with all of our programmes and courses, we will seek feedback and views from participants throughout the programme.

K Steering group
The Programme Steering Committee meets at the end of the Programme. It provides an opportunity for colleagues from the FCO, the BHC (if possible), Rolls-Royce and the Chevening Secretariat to meet representatives from among the fellows and from the Programme team, and to review the programme while impressions are still fresh and to agree on learning points for future programmes.

L Alumni activities
At the conclusion of the programme participants will become members of various alumni groups, including CRISP, Chevening and Oxford Business Alumni. Details will be provided.

CRISP Alumni have set up CRISP Social Ventures in India (CSV) as an incubator for science and innovation driven entities with potential impact on social development in India.
Part D: Some key elements of Oxford for CRISP

The Saïd Business School
The School blends the best of new and old. We are a vibrant and innovative business school, but yet deeply embedded in an 800 year old world-class university. We create programmes and ideas that have global impact. We educate people for successful business careers, and as a community seek to tackle world-scale problems. We deliver cutting-edge programmes and ground-breaking research that transform individuals, organisations, business practice, and society. We seek to be a world-class business school community, embedded in a world-class University, tackling world-scale problems.
www.sbs.ox.ac.uk

St Cross College
All CRISP Fellows will become visiting student members of St Cross College. St Cross is one of the 38 colleges of the University of Oxford. Dedicated solely to graduate students and fellows, St Cross is characterised by an intellectually vibrant and truly international community.

Students share facilities with the fellows on equal terms: the common rooms are for all members of the college to use and as few distinctions as possible are made between students and fellows in the day-to-day life of the College. This enables the free flow of knowledge and experience and helps create a special academic community for its graduate students and CRISP Fellows.
www.stx.ox.ac.uk

Begbroke Science Park brings together scientists and industry colleagues, decision-makers, and entrepreneurs to translate new research into commercial opportunity. Begbroke’s mission is to create and sustain an environment in which the interaction of Research, Business and Learning constantly produce new synergies – and to translate these synergies into innovations to meet today’s industrial challenges.
www.begbroke.ox.ac.uk

Isis Innovation. Isis manages the University’s intellectual property portfolio, working with university researchers on identifying, protecting and marketing technologies through licensing, spin-out company formation, consulting and material sales. Isis funds patent applications and legal costs, negotiates exploitation and spin-out company agreements, and identifies and manages consultancy opportunities. Isis works on projects from all areas of the university’s research activities: life sciences, physical sciences, social sciences and humanities. Isis provides access to Oxford’s expertise and provides researchers with advice on commercialisation. Isis has won repeated awards for its commercialisation work.
www.isis-innovation.com

The Oxford Martin School is a unique, interdisciplinary research community of over 300 fellows (in 30 individual research teams from across the university) working to address the most pressing global challenges and opportunities of the 21st century. The school's research is helping to better anticipate the
consequences of our collective actions, and influence policy and behaviour accordingly.

Research is organised via four core themes: health and medicine; energy and environment; technology and society; and ethics and governance.

www.oxfordmartin.ox.ac.uk

The George Institute for Global Health, UK works in partnership with the Oxford Martin School. The George Institute was established in Australia fifteen years ago and now works in over 50 countries including India where it manages a range of clinical trials and population health studies. It works closely with the Indian Council of Medical Research and the Public Health Foundation of India. Its mission is to improve the health of millions of people worldwide.

www.georgeinstitute.org.uk

Skoll Centre for Social Enterprise is the leading global entity for fostering innovative social transformation through education, research, and collaboration. The Centre, with its parent Skoll Foundation, drives large-scale change by investing in, connecting and celebrating social entrepreneurs and other innovators dedicated to solving the most pressing problems, in India and throughout the World.

www.sbs.ox.ac.uk/ideas-impact/skoll

Department of Politics and International Relations.
The study of Politics and International Relations at Oxford has a long and distinguished history and the Department has become one of the largest in the field in the UK with 100 teaching and research staff. It is an internationally excellent centre for teaching and research achieving consistently high rankings in league tables for teaching and research. Its message to prospective students is eloquent: “Political structures and processes have profound effects on the distribution of resources necessary for human life, on the degree of autonomy that human beings enjoy as they pursue their lives, and on people’s capacities to live free from the threat of violence. Politics is at the heart of human life.”

www.politics.ox.ac.uk

August 2015