

## Dr. Franklin O. Oikelome

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### EDUCATION

- PhD London School of Economics & Political Science (LSE), *Industrial Relations* (2003)
- MSc London School of Economics & Political Science (LSE), *Industrial Relations and Personnel Management* (1998)
- PGCE University of Hull, *Post Graduate Certificate in Higher Education* (2009)
- BSc. University of Lagos, *Psychology* (1992)

### AWARDS

**Provost Fellowship Grant Award**, Eastern University, Sept, 2012

Emerald Literati Network 2008 Awards for Excellence, **Highly Commended Award** for Paper: 'Equality and Diversity Actors: a Challenge to Traditional Industrial Relations?' *Equal Opportunities International*, Vol. 26 No. 1 2007

Emerald Management Review, **Citation of Excellence Award**, for Paper: A Global Link between National Diversity Policies? The Case of the Migration of Nigerian Physicians to the UK and USA" *International Journal of Human Resource Management*, Vol. 18 No.11, 2007

<http://www.emeraldinsight.com/products/reviews/awards.htm?id=2008>

**Phelan Fellowship Award**, International Institute for Labour Studies, Geneva, Switzerland, 2003

University of Lagos, **Best Graduating Student Award**, Psychology Department: 1991/92

University of Lagos, **Best Student Scholarship Award**, Psychology Dept: 1991/1992, 1990/91, 1989/90

### PUBLICATIONS

#### *Refereed Journal articles*

Oikelome, F. (under review) "The impact of HRM challenges on HRM practices in Nigeria: exploring the soft and hard HRM model", *European Management Review*.

Oikelome, F. and Healy, G. (2013), "Gender Differences in the Career Aspiration, Morale and Inequality Perception of UK Doctors" *Journal of Ethnic and Migration Studies*, 39 (4): 557-577

Noon, M. Healy, G., Forson, C. and Oikelome, F. (2013) "The equality effects of the 'hyper-formalization' of selection" *British Journal of Management*, Volume 24, Issue 3, pages 333–346

G. Healy, G. Kirton, M. Özbilgin, F. Oikelome (2010) "Competing rationalities in the diversity project of the UK judiciary: The politics of assessment centres", *Human Relations*, 63(6):807–834.

Oikelome, F. and Flynn, R. (2008) 'Equality Record and the NHS' *Health Service Journal Supplement*, 21(2): 17

Healy, G. and Oikelome, F. (2007) "A Global Link between National Diversity Policies? The Case of the Migration of Nigerian Physicians to the UK and USA", *International Human Resource Management Journal*, Vol.8 (11): 1917-1933

Oikelome, F. (2007) 'Diversity Policy Approaches Across National Boundaries: the Case of Migrant Medical Labour' (2007) *The International Journal of Diversity in Organisations, Communities and Nations*, Vol. 6 (4): 61-68

Healy, G. and Oikelome, F. (2007) 'Equality and Diversity Actors - A Challenge to Traditional Industrial Relations?' *Equal Opportunities International*, Vol. 26 (1): 44 - 65.

Oikelome, F. and Healy, G. (2007) 'Second Class Doctors? The Impact of a Professional Career Structure on the Employment Experience of Overseas and UK Qualified Doctors' *Human Resource Management Journal*, Vol. 17 (2):134-154

Oikelome, F. (2006) 'An Exploration of "Working Against Racism: the Role of Trade Unions"' *Equal Opportunities International*, Vol. 25 (2): 142-145.

### **Commissioned reports**

Healy, G., Forson, C., Oikelome, F and Noon, M. (2010) 'Cultural Factors Impacting on the Selection of Black and Minority Ethnic People in the BBC, Research Report for the BBC, London: Queen Mary University.

Oikelome, F. (2007) 'The Recruitment and Retention of Black and Minority Ethnic Staff in the National Health Service' (2007) *Race Equality Foundation Briefing Paper*, London: Race Equality Foundation

Healy, G., Kirton, G., Özbilgin, M., Calveley, M., Oikelome, F., Forson, C. and Tatli, A. (2006) 'Assessment Centres for Judicial Appointments and Diversity', *Research Report*, Department of Constitutional Affairs. UK: Department for Constitutional Affairs.

Healy, G., Oikelome, F. O. (2006). Ethnicity, Career, Work and the Health Services' Interim Report Findings on ESF Project: Challenging Discrimination within the Health Services. London: Centre for Research in Equality and Diversity, Queen Mary University of London.

Race Equality Foundation (April, 2008), 'Towards a Framework for Post Registration Nursing Careers – Equality Impact Assessment', *Reviewer*

The South East Coast Black & Minority Ethnic (BME) Network (May 2008), 'Race Equality Service Review', *Reviewer*

## **Books**

Healy, G. and Oikelome, F., (2011) '*Diversity, Ethnicity, Migration and Work: International Perspectives*'. London: Palgrave Macmillan  
<http://www.amazon.co.uk/Diversity-Ethnicity-Migration-Work-International/dp/0230252184>

## **Book Chapters**

Healy, G. and Oikelome, F. (2017), "Racial Inequality and Managing Diversity in the United Kingdom and United States", in Mustafa F. Özbilgin , Jean-François Chanlat (ed.) *Management and Diversity (International Perspectives on Equality, Diversity and Inclusion, Volume 3)* Emerald Publishing Limited, pp.33 - 62.

Oikelome, F. (2010) 'Relevance of US and UK national histories in the understanding of racism and inequality in work and career' in Healy, G., Noon, M., and Kirton, G (editors), '*Equality, Inequalities and Diversity: Contemporary Challenges and Strategies*', Palgrave Macmillan. <http://www.palgrave.com/page/detail/equality-inequalities-and-diversity-geraldine-healy/?isb=9780230231078>

## **Book Reviews**

Collings and G. Wood (2016) "Human Resource Management: A Critical Approach, David G. Collings and G. Wood (eds), New York: Routledge (2<sup>nd</sup> Edition, forthcoming), Reviewer.

Cornelius, N. (2013) 'Diversity, Ethnicity, Migration and Work: International Perspectives – By Geraldine Healy and Franklin Oikelome' *Industrial Relations Journal*, Volume 44, Issue 3, pages 332–333.

## **CONFERENCE / WORKSHOP PRESENTATIONS**

Oikelome, F.O. "Challenging Racial Inequality in Employment: Servant Leadership, Justice and Institutional strategy", Leadership Engagement and Discovery Conference, Randall L. Tobias Center for Leadership Excellence, Indiana University, Indianapolis, 20-21, April, 2017

Oikelome, F.O. "The Beliefs and Practices of Human Resource Management in a developing country", International Conference of the HR Division, Academy of Management; Sydney Australia, 20-22, February, 2016

Healy, G. and Oikelome, F. "Racialised Inequality and Managing Diversity in the UK and USA", Symposium international Management et Diversité des, Paris, France, 1&2 octobre 2015

Oikelome, F.O. "The Beliefs and Practices of Human Resource Management in Nigeria", International Leadership Association Annual Global Conference, Barcelona, Spain, 14-17, October, 2015

Oikelome, F.O. "HRM in a developing context", Human Resource Development Conference, University of West Indies, May 27 – 29, 2015

Oikelome, F.O. "The Rhetoric and Reality of HRM – A Mixed Methods Study", Mixed Methods Caribbean Conference, University of the West Indies, Mona Campus, Kingston, JAMAICA, 12 - 13 Mar 2015

Oikelome, F.O. "Challenges to Human Resource Management Implementation in a Developing Country", 16th Annual ILA Global Conference, OCTOBER 30–NOVEMBER 2, 2014 / SAN DIEGO, CALIFORNIA

Oikelome, F.O. "Human Resource Management – Beliefs, Practices and Challenges", International Leadership Association Annual Global Conference, Montreal, Canada, Oct. 30 - Nov. 2, 2013

Oikelome, F.O. "Human Resource Management in A Developing Country – an Explorative Study", International Conference on Management in Africa, Manchester, England, 5-6, September, 2013.

Oikelome, F.O. 'Leadership and Diversity Management Strategies in the UK, USA and Nigeria, International Leadership Association Annual Global Conference, Denver, USA, 24 - 27 October 2012

Oikelome, F.O. 'Employment Relations, Human Resource Management and Diversity Management Strategies in Africa: Need for a Focus?' International Labor and Employment Relations Association World Congress, Philadelphia, USA, 2 – 5, July, 2012

Oikelome, F. O., Race Equality Foundation Conference, 'Building a Diverse and Competent Workforce,' School of Oriental and African Studies, London. (March 10 2008)

Oikelome, F. O., BMAF Annual Conference, "Diversity and learning: the Case of a Racially Diverse student body," Edinburgh, Scotland (April 2008).

Oikelome, F. O., Annual Learning and Teaching Conference, " Learning Styles and Adjustment Issues: an Investigation of a Culturally Diverse Student Population," University of Hull, Hull. (January 2008).

Oikelome, F. O., Seventh International Conference on Diversity in Organizations, Communities and Nations, "Gender Differences in the Career Aspiration, Morale and Inequality Perception of UK Doctors'," Amsterdam, The Netherlands. (July 2007).

Oikelome, F. O., Association of International British Medical Graduates Conference, "The Recruitment and Retention of Black and Minority Ethnic Staff in the National Health Service," Oxford, UK. (July 2007)

Oikelome, F. O., Centre for Research in Equality and Diversity, ""Ethnicity, Career, Work and the Health Services" Interim Report Findings on ESF Project: Challenging Discrimination within the Health Services," Queen Mary University of London. (August 2006).

Oikelome, F. O., Healy, G., British Universities Industrial Relations Association Conference, "Social Processes and Inequality in the Health Services - the case of two hospital trusts," National University of Ireland, Galway, Ireland. (June 2006).

Oikelome, F. O., Sixth International Conference on Diversity in Organisations, Communities and Nations, "Diversity Policy Approaches across National Boundaries: the case of migrant medical labour," New Orleans, USA. (June 2006).

Oikelome, F. O., Healy, G., New Actors in Industrial Relations Conference, "Equality and Diversity Actors - a challenge to traditional industrial relations?" London School of Economics (September 2005)

Oikelome, F. O., Healy, G., British Universities Industrial Relations Association Conference, "Second Class Doctors? A comparative analysis of employment conditions of overseas and UK qualified doctors," Northumbria University, Newcastle, UK. (July 2005).

Association of International British Medical Graduates, Inaugural Conference (July 2007), *Invited keynote Speaker*

Blackbrooke Institute, 'Driving Diversity Conference: The Power of Inclusion', April (2007).

International Academy of African Business and Development (IAABD) Conference, May 2008, *Reviewer*

Oikelome, F. O., International Industrial Relations Association, "Trade Unions and their Members in Nigeria," FU Berlin (September 2003).

## GRANTS

Oikelome, F O, "Human Resource Management in a Developing Country – Approaches and Contextual Issues" Provost Fellowship Grant Award, Eastern University, Sept, 2012/2013, \$3,000.00

Oikelome, Franklin O (Co-Principal), Healy, Geraldine (Principal), "Research into Cultural Factors Impacting on the Selection of Black and Minority Ethnic People in the BBC," BBC, 2007/08, 69,000.00 USD

Oikelome, Franklin O (Co-Principal), Healy, Geraldine (Principal), "Assessment Centres for Judicial Appointments and Diversity," DCA, 2005/06, 79,000.00 USD

Oikelome, F O (Principal), "National Diversity Policies and Career Aspirations of Nigerian Doctors in the UK", ESRC (application unsuccessful)

Oikelome, F O (Principal), Mustafa Özbilgin (Co-Principal) "Future Financial Exclusion: a UK Policy Review", Joseph Rowntree Foundation (application unsuccessful)

## PRESENT & PREVIOUS APPOINTMENTS

Aug 2011 - present	<b>Associate Professor</b> , PhD in Organizational Leadership, College of Business and Leadership, <u>Eastern University</u> , PA, United States.
Jan 2007-July 2011	<b>Lecturer</b> , Human Resource Management & Organisational Behaviour, Business School, <u>University of Hull</u> , United Kingdom
May 2004-Dec 2006	<b>Research Fellow/ Lecturer</b> , Centre for Equality and Diversity, School of Business Management, <u>Queen Mary University of London</u> , UK
July 2003-April 2004	<b>Research Officer</b> , Bureau for Workers' Activities, <u>International Labour Organisation (ILO)</u> , Geneva, Switzerland
Jan 2003-July 2003	<b>Research Fellow</b> , International Institute for Labour Studies, <u>International Labour Organisation (ILO)</u> , Geneva, Switzerland
Oct 2001-Sept 2002	<b>Research Assistant</b> , Industrial Relations Department, <u>London School of Economics &amp; Political Science (LSE)</u> , United Kingdom
Jan 2001-Mar. 2001	<b>Intern</b> , Human Resources Management Information Systems, <u>United Nations</u> , New York, New York

June 2000-July 2000	<b>Co-ordinator</b> , Society for the Advancement of Socio-Economics (SASE), <u>London School of Economics &amp; Political Science (LSE)</u> , UK 12 <sup>th</sup> Annual Conference, London 2000,
Sept 2000-Dec. 2000	<b>Administrative Assistant</b> , Government Department, <u>London School of Economics &amp; Political Science (LSE)</u> , London
Feb 1999 - July 1999	<b>Administrative Assistant</b> , Chrysolite School, London
Oct 1997 - Oct 1998	<b>Administrative Assistant</b> , 'Good Neighbours in Silwood Scheme (Nonprofit)', Surry Quays, London
Oct 1995 - Aug 1997	<b>Instructor</b> , PFS Tutorial Centre, Lagos, Nigeria
Jan 1994 - Jan 1995	<b>Instructor</b> , Tunyo Day School, Lagos, Nigeria
Aug 1992 - July 1993	<b>Administrative Assistant</b> , Human Resources Dept, <u>African Petroleum PLC</u> , Lagos, Nigeria
Sep 1986 - Dec 1987	<b>Instructor</b> , Akingbogun Tutorial Centre, Lagos, Nigeria

## EXPERIENCE

- Designing and developing new courses;
- Collaborating with others in designing and developing new programs;
- Designing teaching materials and delivering across a range of courses and within subject area;
- Sole responsibility for the design and delivery of own courses and assessment methods;
- As module/course leader/concentration co-ordinator, co-ordinating with others to ensure student needs and expectations are met;
- Using appropriate teaching, learning support and assessment methods;
- Experience with a variety of educational delivery systems including online offerings (Blackboard, Brightspace) and team-teaching;
- Supervising student dissertations at undergraduate and Graduate/PhD levels;
- Engaging in subject, professional and pedagogy research as required to support teaching activities;
- Setting, marking and assessing work and examinations and providing feedback to students;
- Participating in external networks (e.g. outreach programmes) to contribute to student recruitment or secure student placements;
- Establishment and development of research centres – Centre for Research in Equality and Diversity (CRED), Queen Mary University of London
- Participating in educational policy and curriculum committees at department and university-wide levels;
- Co-ordinating the work of others to ensure modules/courses are delivered to the standards required;
- Responsibility for care of students as personal tutor/advisor, giving first line of support;
- Writing grant applications; conducting individual or collaborative scholarly projects;
- Research and dissemination of work through quality publications and international workshops/conferences;

## EXPERTISE / SKILLS

- Possess sufficient breadth and depth of specialist knowledge to develop teaching programmes and the provision of learning support;
- Use of a range of delivery techniques to enthuse and engage students
- Understanding and experience of a range of research methods and paradigms;
- Good computer skills – familiarity with major search engines, database/spreadsheet, PowerPoint;
- Quantitative Skills – ability to use SPSS to explore large datasets and conduct both simple/descriptive (e.g. frequencies, cross-tabulations, means comparisons, Chi-

square, etc.) and complex (e.g. tests of correlation, regression, etc.) statistical analysis;

- Qualitative Skills – ability to use NVIVO to analyse qualitative data including field notes, videos, transcripts and audio recordings;
- Excellent written and oral communication skills;
- Grant writing
- Ability to manage time, work flexibly, under pressure and to tight deadlines;
- Ability to work independently as well as part of a team;
- Commitment to diversity and equal opportunity; able to work harmoniously with people of all cultures and background

### **TEACHING (Aug 2011 - Present) – PhD**

- Capacity Building in Human Resources (LEAD 825)
- Strategic Leadership and Organizational Change (LEAD 810)
- Leadership, Justice and Servanthood (LEAD 840)
- Organizational Leadership and Globalization (LEAD 860)
- Dissertation Proposal Seminar (LEAD 910)
- Research Team (LEAD 882)
- Dissertation Advising: New students (LEAD 920)
- Dissertation: Advising: Continuation (LEAD 930)
- Strategic Management of Human Resources (MNGT 770)
- Strategic Management of Non-profit Organizations (BUSA 750)
- Educational Leadership and Human Resource Development (EDU 770)
- Leading in Community (MNGT 765)

### **PAST TEACHING**

#### ***Queen Mary, University of London (May 2004 – December 2006)***

- Human Resource Management (BUS 014) - Undergraduate
- Fundamentals of Management (BUS 001) - Undergraduate
- Comparative Employment Relations (BUS M016) – Masters

#### ***University of Hull (Jan 2007-July 2011) - Undergraduate***

- Human Resource Management (44213)
- Management and Organisational Behaviour (44202)
- Business Management & Enterprise (44151)
- Dissertation (44264)
- Academic and Professional Skills (44204)
- Managing Change (44263)
- Developing Groups and Teams (44211)
- Business Integration (44098)

### **ADMINISTRATIVE DUTIES (Aug 2011 - Present)**

- Student Advisor – PhD (cohorts 3, 8 and 10 students)
- Coordinator, Business Management Concentration
- Co-Chair, CCGPS Curriculum Committee
- Member, University Educational Policy and Curriculum Committee (UEPCC)
- Member, Keeper of the University Handbook Committee

## PAST ADMINISTRATIVE DUTIES

- ❖ Personal Supervisor / Student Advisor for 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> year student
- ❖ Unfair Means Adjudicating Panel (Quality Assurance)
- ❖ Open Day Duties
- ❖ Confirmation and Clearing Duties (student admissions)
- ❖ Search Committee, Inaugural Dean of College of Business and Leadership at Eastern University

## PH.D. DISSERTATIONS CHAIRED

- ✚ Donna Gabbadon, The Relationship Between Principal Transformational Leadership, Teacher Leadership, and Teachers' Perceptions of a Social School Climate in Jamaica's Urban Elementary Schools, April 2017.
- ✚ Erik J. Meader, An Examination Of Authentic Leadership On Team Performance: The Moderating Role Of Societal Culture, May 2016
- ✚ Mary Ellen Harris, Organizational Strategies for Addressing Workplace Bullying in the Accounting Industry: Best Practices As Perceived by Human Resources Leaders, October 2015
- ✚ Lidetu A. Kefenie, The Search for Good Leadership Behaviors: A Study of the Relationship Between Second-Order Global Leadership Dimensions and Ethical Ideologies, October 2014.
- ✚ Brian A. Leander, Diversity-Oriented Churches: A Mixed-Methods Study of Top Management Team Openness to Diversity, Senior Pastor Cultural Intelligence and Leadership Practices, October 2013.

## RESEARCH INTERESTS

Human Resource Management  
Inequality in employment  
Diversity Management  
Industrial/ Labour Relations

## PROFESSIONAL

- Editorial Advisory Board, *Equality, Diversity and Inclusion Journal*
- Associate Editor, *Journal of Diversity in Organizations, Communities and Nations*
- Race Equality Foundation, *Better Health Briefings* author/contributor: <http://www.better-health.org.uk/briefings/authors/franklin-oikelome>
- Reviewer, *Personnel Review*
- Academy of Management, *member/Reviewer*
- International Leadership Association, *member/Reviewer*



## EXTRA CURRICULAR

Piano  
Soccer

## REFEREES

### 1. Professor Geraldine Healy

Director, Centre for Research in Equality and Diversity  
School of Business and Management  
Queen Mary, University of London  
Mile End, London  
E1 4NS  
Tel: +44(0)20 7882 7467,  
Email: [g.m.healy@qmul.ac.uk](mailto:g.m.healy@qmul.ac.uk)

### 2. Tayo FASHOYIN

Visiting Professor of Comparative Employment Relations (2013-14)  
Dept. of International Comparative Labor  
Cornell University, Ithaca, New York, NY

Professor of Labour and Employment Relations (2011-12)  
Dept. of Industrial Relations and Personnel Management  
Faculty of Business Administration  
University of Lagos

Former Director,  
Industrial and Employment Relations Dept.  
International Labour Office  
Geneva, Switzerland  
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### 3. Professor John Kelly

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### 4. Professor Mike Noon

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### 5. Professor Mustafa Özbilgin

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Email: [Mustafa.Ozbilgin@brunel.ac.uk](mailto:Mustafa.Ozbilgin@brunel.ac.uk)

**6. Professor David Marsden**  
Centre for Economic Performance  
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Email: [d.marsden@lse.ac.uk](mailto:d.marsden@lse.ac.uk)

**7. Mr Ian Perry**  
Head of Department  
Scarborough Management Centre,  
Business School, University of Hull,  
Filey Road,  
Scarborough,  
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