

# PETER R. RICHARDSON

Professor, School of Business, Queen's University

## Education

- 1975 PhD. Business Administration, University of Western Ontario, London, Ontario.  
1972 Completed first year of the M.B.A. Program at the University of Western Ontario, London, Ontario, Ranked joint first in the year.  
1968 B.Sc. (Honours), Electrical Engineering, Leeds University, England.

## Academic Experience

- 1987 - present Professor, Queen's University.  
1980 - 1987 Associate Professor, Queen's University.  
1976 - 1980 Assistant Professor, Queen's University.  
1975 - 1976 Assistant Professor, Iran Center for Management Studies.  
1974 - 1975 Lecturer School of Business Administration, the University of Western Ontario.  
1977 - 1993 Faculty Associate, Centre for Resource Studies, Queen's University.  
1991 - 1992 Visiting Professor, University of Western Australia.  
1992 - 1994 Teaching Faculty, The International Centre, School of Business and Economics, Helsinki.

## Refereed Publications:

Richardson, P. (1995). "Winning at Revenue Generation - Making it Pay", Optimum.

Richardson, P. (1987). "Managing Costs Strategically", The Journal of Cost Management, Vol. 1, No. 1, Spring.

Gordon, J.R.M., Richardson, P. & Taylor, A.J.C. (1986). "A Strategic Approach to Evaluating Manufacturing Performance", Interfaces, Vol. 15, No. 6, pp. 15-27.

Richardson, P. (1985). "Courting Greater Employee Involvement", The Sloan Management Review, Winter, pp.33-44.

Frontin, G.F. & Richardson, P. (1984). "Design and Demonstration: The Key to Industrial Innovation", The Sloan Management Review, Vol. 25 No. 3, Summer.

Dundas, K.N.M. & Richardson, P. (1982). "Implementing the Unrelated Product Strategy", The Strategic Management Journal, Vol. 3 No. 4.

Gordon, J.R.M. & Richardson, P. (1980). "Measuring Total Manufacturing Performance", The Sloan Management Review, Vol. 21 No. 2, Spring.

Dundas, K.N.M. & Richardson, P. (1980). "Corporate Strategy and the Concept of Market Failure", The Strategic Management Journal, Vol. 1 No. 2.

Cousineau, E. & Richardson, P. (1980). "Gold: The World Industry and Canadian Corporate Strategy", The Centre for Resource Studies, Queen's University.

Richardson, P. (1979). "Business Policy in a Developing Nation: The Case of Iran", The Journal of

General Management, Vol. 2, No. 3, Spring.

Richardson, P. & Leenders, M.R. et. al (1976). "The Role of Innovation in the Mining and Mining Supply Industries", MR 146, The Department of Energy, Mines and Resources, Ottawa.

Richardson, P. "Managing Research and Development for Results", The Journal of Product Innovation, Vol. 2, No. 2, pp. 75-87.

## **Book**

Richardson, P. (1988). Cost Containment: The Ultimate Advantage, The Free Press, New York, New York.

## **Other Publications**

Cawsey, T.F. & Richardson, P. (1975). "Turnover Can Be Managed", The Business Quarterly, Winter.

Gordon, J.R.M. & Richardson, P. (1977). "Why Manufacture in Canada?", The Business Quarterly, Winter.

Revised and reprinted as: "Made in Canada?", Industrial Management Magazine, September 1978.

Olewiler, N.D., Richardson, P. & Rumble, L. (1978). "Canada as a World Zinc Producer: Prospects to 1980", Working Paper #10, The Centre for Resource Studies, Queen's University, January.

Richardson, P. (1978). "Cerro Colorado: A Case Study of the Role of Canadian Crown Corporations in Foreign Mineral Developments", Working Paper #13, The Centre for Resource Studies, Queen's University.

Richardson, P. (1978). "Canadian Mining: A Future Play for the Integrated Oil Companies?", Perspectives, The Centre for Resource Studies, Queen's University, October.  
Reprinted in The Northern Miner, January 1979 and The Canadian Institute of Mining and Metallurgy Bulletin, January 1979.

Neave, E.H. & Richardson, P. (1979). "Financing Small Mineral Enterprises", Proceedings, Number 5, The Centre for Resource Studies, Queen's University.

Gordon, J.R.M. & Richardson, P. (1980). "Performance Evaluation in Canadian Manufacturing", The Canadian Business Review, The Conference Board of Canada, Ottawa, Spring.

Richardson, P. (1979). "Employee Relations at the Kidd Creek Operations of Texasgulf Limited", with T.F. Cawsey, Proceedings, Number 4, The Centre for Resource Studies, Queen's University.  
Reprinted in Graham S. Lowe, and Harvey K. Kuchn (Ed.) Working Canadians: Readings on the Sociology of Work and Industry, Methuen, 1984.

Richardson, P. (1985). "Measuring Mining Productivity", Mining Productivity: Proceedings, Number 14, The Centre for Resources Studies, Queen's University, pp. 1-14.

Richardson, P. (1985). "Employee Involvement, Productivity and Cost Management", Mining Productivity: Proceedings, Number 14, The Centre for Resource Studies, Queen's University, pp. 154-166.

Richardson, P. (1986). "Adopting a Strategic Approach to Costs", The Canadian Business Review, Vol. 13, No. 3, Autumn.

Richardson, P. (1986). "Winning Through Technology: A Strategic Approach", The Canadian Business Review, Vol.13, No. 2, Summer.

Richardson, P. (1986). "The Challenge of Strategic Change", The Canadian Business Review, Vol. 13, No. 3, Autumn.

Richardson, P. (1991). "World-Class Mineral Operations", CRS Perspectives, June.

Richardson, P. (1992). "Mining - The Systems Revolution", CRS Perspectives, April,.

Richardson, P. (1993). "What Role for Marketing in the Mineral Industries?", CRS Perspectives, January.

Richardson, P. (1995). "Preserving the Lustre of Gold: Marketing the Gold Industry", The Gold Institute.

Richardson, P. (1996). "Australian Gold Mining: A Glittering Future?", Proceedings, The Australian Gold Conference.

Richardson, P. (1997). "Creating a Golden Future: The Marketing Challenge for Gold", Proceedings, The Australian Gold Conference.

Richardson, P. (1996). "Competing beyond 2000: New Realities", Proceedings, The International Zinc Conference.

Murray, E. & Richardson, P. (1998). "Strategic Focus: Defining and Measuring the *Critical Few* as parameters of Strategic Performance Evaluation", Proceedings, International Performance Measurement Conference, University of Cambridge.

Murray, E. & Richardson, P. (1998). "Leading Successful Business Turnarounds: Lean and Mean or Lean and Keen?", Mastering Enterprise Series, Part 10, The Financial Post.

### Recent Working Papers And Reports

Murray, E. & Richardson, P. (1998). "Strategy as Action", Working Paper #98-07, Queen's School of Business.

Murray, E. & Richardson, P. (1998). "Leading Successful Business Turnarounds: Lean and Mean or Lean and Keen?", Working paper #98-10, Queen's School of Business.

Murray, E. & Richardson, P. (1998). "Acquisitions: Contemporary Strategic Perspectives for Capturing and Creating Corporate Value", Working Paper #98-02, Queen's School of Business.

Murray, E. & Richardson, P. (1998). "Using Alliances for Sustained Competitive Advantage", Working Paper #98-11, Queen's School of Business.

Murray, E. & Richardson, P. (1998). "Strategic Focus: Defining and Measuring 'The Critical Few' as parameters of Strategic Performance Evaluation", Working Paper #98-12, Queen's School of Business.

Richardson, P. (1990). "Lean, Keen and Healthy: Proven Methods to Reduce Costs in Health Care Delivery Systems", Working Paper #90-16, Queen's School of Business.

Richardson, P. (1990). "Marketing the Products of Research and Development", Working Paper #90-24, Queen's School of Business.

Richardson, P. (1990). "So You Want to be a Manager?", Working Paper #90-30, Queen's School of Business.

Richardson, P. (1990). "The Management of Long-term Research and Development", Working Paper #90-34, Queen's School of Business.

Richardson, P. (1990). Canadian Competitiveness - Key to National Prosperity, Briefing paper for the Canadian Chamber of Commerce.

### Published Case Studies

Richardson, P. (1983). "Noranda - Andocollo", In N.J. Fry and J.P. Killing, Canadian Business Policy, Prentice-Hall.

Richardson, P. (1993). A Sales and Merchandising Group in Strategic Management: Text, Readings and Canadian Cases, M.C. Baetz and P.W. Beamish, Homewood, Ill., Irwin.

### Recent Teaching Cases

#### **Management of Technology and Innovation**

Micro-Match, 1989.

Uni-Med, 1990.

Hackman-Arabia, (Finland), 1991.

Benefon, (Finland), 1991.

3M Corporation, 1993.

Prairie Home Services, 1994.

New England Toy Company (A), (USA), 1995.

Cominco Product Technology Centre, 1995.

#### **Strategic Management**

Atlas Van Lines (A and B), 1991.

Atmospheric Environment Services: The Ultra-Violet Index, 1993.

Western Mining Corporation, 1993.

Atlas Van Lines (Revised), 1995.

Smart Technologies, 1996.

SKF Canada Limited, 1995.

Ryder Integrated logistics, 1996.

Compagnia Punta Arenas, 1997.

### Selected Participation In Conferences

"Gold: The World Industry and Canadian Corporate Strategy", (invited), The American Mining Congress, San Francisco, 1980.

"Manufacturing Performance Evaluation in Canadian Manufacturing Firms", ASAC, Halifax, 1981. (Proceedings).

"Cost Management in Canadian Manufacturing", ASAC, Ottawa, 1982 (Proceedings).

"Conglomerate Strategy", Strategic Management Society Conference, Paris, 1983.

"Implementing the Related Product Strategy", Strategic Management Society Conference, Paris, 1983.

"Managing R & D for Results", (invited), Canadian Research Management Association, Winnipeg, 1984.

"Unrelated Diversification by Related Product Corporations", Strategic Management Society Conference, Philadelphia, 1984.

"Technical Challenges Facing Canadian Mining", Canadian Institute of Mining and Metallurgy Conference, Vancouver, 1985.

World Class Mineral Operations, Mineral Outlook Conference, Ottawa, 1989.

Using Project Management for Strategic Advantage, PICMET - IEEE Conference, Seattle, 1991.

Marketing the Global Gold Industry, Gold Institute Annual Meeting, Naples FL., 1995.

International Performance Measurement Conference, University of Cambridge, 1998.

## **Administrative Duties**

Chairman of MBA Curriculum Committee, 1981-85 & 1990-92.

Member of the Continuing Education Committee, 1979-80 & 1982-83.

Member of the Long Range Planning Committee, 1979-82.

University Senator, 1979-82.

Program Chairman, Production and Operations Management Division, ASAC, Vancouver, 1983.

## **Current Courses Offered**

### Undergraduate

Business Policy (COMM 401)

Leadership and Strategic Management (COMM 402)

Management of Technology and Innovation (COMM 346)

### Graduate - MBA and Executive MBA

Strategic Management (MBUS 901) MBA, EMBA, NEMBA

Strategic Leadership (MBUS 902/954) MBA, EMBA, NEMBA

Management and Technology (MBUS 976)

Manufacturing Policy (MBUS 942)

Industrial Policy (with other faculty) (MBUS 800/801) EMBA, NEMBA

Management of Change (MBUS 853) MBAST

Fundamentals of Strategy (MBUS 880) MBAST

### Executive Programs, Queen's University, 1982 - present.

The Executive Program, (3 weeks)

Strategic Leadership (1 week)

Human Resources Strategy ( 1 week)

Entering Foreign Markets ( 1 week)

The High Performance Workplace ( 1 week)

Operations Leadership (1 week)

Information Technology (1 week)

Executive Program Update Series

Canada Post

Queen's Public Executive Program

Centre for Resource Studies Policy Discussion Seminars, organized and chaired 10 seminars, 1977 -

1984.

## **Major Consulting Assignments**

Western Mining Corporation (Australia): retained to assist senior executives implementing strategic change, facilitate strategic planning activities, manage executive development programs and implement cost management initiatives, 1991 - present.

Alcoa Australia Limited: facilitated strategic planning activities and assisted with cost management activities, 1994 - present.

Teck Corporation: facilitation of corporate strategic planning activities, 1994 - present.

Occupational and Environmental Health Services, Government of Canada, facilitated strategic planning activities and cost management initiative, 1994 - present.

Cominco Limited: facilitated corporate strategic planning activities, 1993 - present.

Atlas Van Lines (Canada), worked with the CEO to implement an agent-based strategic planning process, 1991 - present.

Falconbridge Limited: worked with the Chairman and senior executives on a variety of strategic and operational initiatives, 1983 - 1991.

Noranda Inc: assistance with strategic and cost management initiatives, 1977 - 1983, and 1989 - 1991. Worked with the Chairman and senior executives to formulate corporate strategy. Developed and implemented strategic cost management programs in several operations.

CANMET, Federal Government of Canada, worked with the Assistant Deputy Minister to implement a major strategic change initiative, 1988 - 1991.

Department of National Defence, Government of Canada, worked with senior executives of the Research and Development agency (CRAD) to develop a strategic planning process, 1990 - 1992.

Alcan International: carried out a variety of management development activities within the R&D and engineering organizations, 1978-1984.

## **Other Major Consulting Activities**

3M Corporation (U.S. A.), Sherritt Inc, Xerox Corporation, Woodside Petroleum (Australia), Argyle Diamonds Pty. (Australia), Outokumpu Oy (Finland), Atmospheric Environment Services (Government of Canada), Municipality of Ajax, SKF Canada Ltd., Quadra Chemicals Ltd., Ainsworth Electric Ltd.

## **Local Consulting Activities (Kingston)**

Pittsburgh Township, Empire Financial Group, Dupont Canada, and Dacon Corporation.

## **Other Personal Interests**

Sailing, hiking, running, squash, theatre, the arts, and spending time with my wife and four children