

Charles McMillan –
Personal Résumé – Academic and Teaching
Experience – Publications

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Charles J. McMillan, Professor of Strategic Management, is the author of nine books and monographs related to international business and global management, including the *Japanese Industrial System*, published in English, Japanese, Malaysian and Russian editions, and his new book, *The Strategic Challenge: From Surfdom to Surfing in the Global Village*. He has written and lectured extensively on globalization, industrial policy, distance education, corporate governance, technology policy, Japanese management, and global productivity and corporate innovation, and involved with \$5 million of direct research funding. He has more than 80 technical articles and papers in such prestigious academic journals as *McGill Law Review*, *Academy of Management Journal*, *Sociology*, *Journal of Business Strategy*, *Transnational Corporations Journal*, *Organizational Studies*, *Canadian Public Policy*, *Ivey Business Journal*, *California Management Review*, *Policy Options*, *Canadian Public Administration*, as well as in such publications as *The New York Times*, *Nihon Keizai Shimbun*, *the Central Asia Post*, *The Globe and Mail*, *The National Post* and *The Toronto Star*.

Dr. McMillan has been a visiting professor in Britain, France, Poland, Kyrgyzstan, Egypt, Argentina, Kuwait, Namibia, Vietnam and Japan. Active in Public Affairs, he has served as Senior Policy Advisor to the Prime Minister of Canada. He has consulted widely to governments, multinationals, and international organizations around the world. From 1990-1995, Dr. McMillan served as a Board Member of Yamaichi (International) Canada Ltd, and advisor to Yamaichi International America in New York, and Yamaichi Securities Tokyo. He has worked extensively with national and provincial governments and financial institutions across Canada. In 2003, the Federal Government re-appointed him to the Board of the Asia Pacific Foundation of Canada. He is the author of *Focusing on the Future: The New Atlantic Revolution*, issued by the Council of Atlantic Premiers; *The Atlantic Gateway and Canada's Trade Corridors*, available from the Asia Pacific Foundation of Canada; *Seizing the Continent* (with George Stalk, Jr.).

Active in voluntary organizations, including board memberships in organizations like the National Ballet School, he now serves as Chairman of the Board of Canada World Youth. In 2007, he was awarded a Fulbright Fellowship at Brandeis University, International Business School. His latest book, published in the Fall of 2007, *Eminent Islanders*, now in a second printing, received a Prince Edward Island Heritage Foundation award in February 18, 2008. He was awarded the Queen's Diamond Jubilee Medal in 2013, and another Heritage Foundation award in 2013.

Personal Resume

Name: Charles J. McMillan

Born: Charlottetown, PEI, Canada

Marital Status: Married: Kazuyo née Yokohata
Shizuoka, Japan
Daughters: Aya Chantal, Mari Christine

Address: 209 Glenayr Road
Toronto, Ontario
Canada, M5P 3C4
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Education: BA, Honours History, St. Dunstan's University
MBA, University of Alberta
Ph.D., University of Bradford

University Status: Full Professor
Schulich School of Business
York University
4700 Keele Street,
North York, Ontario

Languages: English, French, some Japanese

Visiting Professor: Hitotsubashi Graduate School of International
Corporate Strategy, Tokyo
Ecole Superier de Commerce, University of Lyons
Ecole des Sciences Administratif, Laval University
Kozminski Academy of Management, Poland
Academy of Management, Bishkek, Kyrgyzstan

Other Experience: Acting Visiting Professor, The Management Center,
University of Bradford, Bradford U.K. (2012-2015)

**Adjunct Professor, School for International
Corporate Strategy, Hitotsubashi University,
Tokyo, Japan**

**Visiting Professor, Maastricht School of
Management, University of Maastricht, 2009.**

**Fulbright Visiting Fellow, Brandeis University,
International Business School, Fall 2007**

**Senior Policy Advisor to the Prime Minister
of Canada, Rt. Hon. Brian Mulroney (1983-1987).
(assignments related to university work included
National Advisory Board on Science and
Technology, Science Policy, Centers of
Excellence, Academic Funding Agencies, Canadian
Space Agencies, Investment Canada,
Canada's Asian Foreign Policy)**

**Senior Advisor, Yamaichi International Canada
Ltd. (1990-1994).**

Boards

**Chairman, Canada World Youth (2009+)
Asia Pacific Foundation (1988-1994, 2003-2006)
National Ballet School of Canada (1989-1995)
Nova Scotia Council of Applied Science and
Technology (1992-1996)
Boeing Canada (1988-1992)
Commonwealth Society, 2005+
Chairman, Midas Capital Corporation (1994-
1998)
Chairman, Phyrgian Mining Corporation
(1994-1998)**

Research Interests	Commercialization of University Research Universities as Business Innovation Clusters The North American Supply Chain Gateway
University Administration	Chairman, Public Administration Program, Schulich School of Business
	Chairman, International Business Program, Schulich School of Business
	Numerous Committee Assignments, including Tenure and Promotions, Research Committee, York University Scholarships, and MBA- LLB Joint Committee

SELECTED ADMINISTRATIVE AND ACADEMIC POSITIONS

1969-1971	Member Business Strategy Group, University of Alberta
1969-1971	Organizational Analysis Research Group, University of Alberta
1970	Visiting Lecturer, University of Prince Edward Island
1972-1974	Research Fellow, Management Center, University of Bradford
1974-1980	Member, Organizational Behaviour Area, FAS, York University
1975	Visiting Fellow, Polish Academy of Sciences
1978-1979	Visiting Professor, Ecole d'Administration, Laval University
1974-1980	External Reviewer, SSHRC, Ottawa
1976-1980	Member Scholarship Committee, York University
1975-1979	Visiting Fellow, Organizational Analysis Group, University of Bradford
1979-1983	Associate Editor, Journal of Contemporary Business
1980-1981	President, International Sociological Association
1980-1981	Visiting Fellow, Waseda University, Tokyo
1981-1982	Visiting Professor, École Supérieure de Lyons, France
1981-1983	Member Strategic Management, SSB, York University
1983-1984	Strategic Advisor, Curriculum Design, Center of Excellence, Automobiles
1977-1983	Member, Joint Center on East Asia, York University
1987-1989	Member, Arctic Council, Gordon Foundation
1988-1990	Member, Center for Russia and Eastern Europe, University of Toronto
1988-1990	Chair, International Business Group, SSB, York University
1989- 1993	Associate Editor, Asian Studies Review
1989	Visiting Scholar, IDEAS Business School, Buenos Aires
1990-2004	Associate, Foundation for International and Asian Research
1991-1993	Chair, Public Administration Area, York University
1992-1997	Founding Dean, Kyrgyzstan Academy of Management, Kyrgyz Republic

2006	External Review Panel, Business and Health Studies, McMaster University
2006-2008	Member, Health Industry Policy Area, York University
2006	Visiting Professor, Kominski University, Warsaw, Poland
2005-2008	Visiting Professor, Maastricht University
2006-2007	Executive Committee, Asia Pacific Foundation of Canada
2009	Fulbright Scholar, University Commercialization, Brandeis University
2009-2010	Reviewer, Strategic Grants, SSHRC, Ottawa

Academic Publications

Charles McMillan, *Canada: Playing Hardball in a Global World* (forthcoming, 2015)

Charles McMillan (With George Stalk, BCG), *Seizing the Continent: Opportunities for a North American Gateway* (Vancouver: Asia Pacific Foundation on Canada, 2013).

Charles McMillan, *The Strategic Challenge: From Serfdom to Surviving in the Global Village* (Toronto: Captus Press, 2007), 600 pp.

Charles McMillan, *Teaching Notes to Accompany The Strategic Challenge* (Toronto: Captus Press, 2006), 180 pp.

Charles McMillan, *Eminent Islanders* (Toronto: 2007).

Charles McMillan, *Embracing the Future: The Atlantic Gateway and Canada's Trade Corridors* (Vancouver: Asia Pacific Foundation, 2006)

Charles McMillan, *The Japanese Industrial System* (Berlin and New York: deGruyter, 1983. Published in Japanese, German, Malaysian and Russian editions. Completely revised edition, 1997.

Charles J. McMillan, *Bridge Across the Pacific: Canada-Japan Relations in the 1990s* (Ottawa: Canada-Japan Trade Council, 1988).

Charles J. McMillan (with Dezso Horvath), *International Bidding and Productivity: A Study of Subways* Toronto: Joint Center on Transportations, 1979.

Charles J. McMillan (with David J. Hickson), *Culture and Nation: The Aston Program, Vol. IV* (London: Gower, 1975).

Charles J. McMillan, *Investing in Tomorrow: Japan's Science and Technology Strategies in the 1990s* (Ottawa: Canada-Japan Trade Council, 1989).

Charles McMillan, *Building Blocks or Trade Blocs: NAFTA, Japan, and the New World Order* (Ottawa: Canada-Japan Trade Council, 1993).

Charles McMillan, *Services: Japan's 21st Century Challenge* (Ottawa: Canada-Japan Trade Council, 1991).

Other Publications and Monographs

Charles McMillan, *Standing Up to the Future: The Maritimes in the 1990s* (Halifax: Council of Maritime Premiers, 1989).

Charles McMillan (with Robert Fournier), *The Halifax Declaration: R&D Strategies for Canada* (Halifax: The Government of Nova Scotia, 1989).

Charles McMillan (with Monte Kwinter, Alex Baluta, and J.F. Huc *Ukraine: An Economic and Industrial Development Plan*. (Kiev: Prime Minister's Office, 1993).

Charles McMillan, *Focusing on the Future: The New Atlantic Revolution* (Halifax: Council of Atlantic Premiers, 2001).

Charles J. McMillan, *Radical Entrepreneurs: A Case Study of the Irving Companies* (Ottawa: Royal Commission on Corporate Concentration, 1976).

Academic Publications: Selected Journals

McGill Law Journal

Journal of Academy of Management

**California Management Review
Business Quarterly
Journal of General Management
Canadian Public Administration
Sociology
Canadian Public Policy
Managerial and Decision Economics
Journal of Canadian Studies
Ivey Business Journal
Policy Options
Organizational Studies
Cost and Management
Business and the Contemporary World**

Selected Newspaper and Media Publications

Toronto Star, Globe and Mail, Halifax Chronicle Herald, New York Times, Nihon Keizei Shimbun, Central Asian Post, The Guardian, The National Post, The Financial Times

Teaching Cases

**University Canada (1977)
PetroCanada (1979)
Michelon Tyre (1980)
Cape Breton Steel (1981)
Potash Corporation of Canada (1982)
International Nickel (1983)
Canadian Brewery Industry (1989)
Cirtex Knitting (1991)
Upper Canada Brewery (1996)
Argentine Airlines (1997)
Eastman Kodak (2005)
Research in Motion (2004)
CAE (2003)
Oxford University (2008)
Saputo Corporation (2005)
Lenovo (2005)**

Tyne Valley Hospital (2005)
Indian Software Industry (2004)
Quebecor (2004)
Partners Healthcare (2005)
High River Gold (2004)
ManuLife (2004)
IKEA (2005)
Vietnamese Security Industry (2011)
Shareholder Activism at Canadian Pacific Railroad (2014)
Teaching Note: Canada's Railway Industry
FIFA: The Beautiful Game and Global Scandal (2015)
Teaching Note: FIFA – The Beautiful Game and Global Scandal

Recent Chapters in Books and Journals

Charles McMillan, "On *Docility*: A Research Note on Herbert Simon's Social Learning Theory." *Journal of Management History*, Vol. 16 (Decemberr 2015).

Charles McMillan, "Election 2015 – The Atlantic: Anatomy of a Clean Sweep," *Policy*, Vol. No. 6, pp. 33-36. :

Charles McMillan (with Xiang Li), "Impacts of Prince Incentives, Costs, and Management Awareness on Maize Supply in Two Regions of the United States," To Appear in *International Journal of Trade, Economics, and Finance* (Vol. 6, No. 5, 2015).

Charles McMillan, "Playing To Win: Challenges Facing the Atlantic Gateway", *Maritime Magazine* (Summer 2014).

Charles McMillan (with Jeff Overall), "Wicked Problems and the Misalignment of Strategic Management Design", *Journal of Business Strategy* (2015), Vol. 26.

Charles McMillan (with George Stalk), "Deep Corporate Collaboration for Competitive Advantage" Under revision for *Harvard Business Review* (September 2015).

Charles McMillan (with George Stalk, "It's time to privatize Canada's leading ports and airports," *The Globe and Mail* (February 17, 2014), reprinted in *Ottawa Hill-Times* (February 26, 2014).

Charles McMillan (with Xiang Li), "Corporate Strategy and the Weather: Towards a Corporate Sustainability Platform", *Journal of Problems and Perspectives in Management*, Vol. 12 (Issue 2), 2014.

Charles McMillan (with Sadaki Numata), "Trade Bridges Across the Pacific: Towards a Canada Japan EPA," CCCJ *The Canadian*, Vol. 13 (September 2013), pp. 1-6.

Charles McMillan (with Eric Baxter), "Aggressive Predator or Passive Investor: Multinationals in the Mining Industry - A Case Study in an Emerging Country" *Transnational Corporations Review*, Page 50-75, Volume 5, Number 1, March 2013.

Charles McMillan (with Jim Tiessen, Ken Kato, and Hirofumi Kambara), "What Causes International Variations in Hospital Length of Stay: a Comparative Analysis for Two Conditions of inpatients in Japanese and Canadian Hospitals," *Health Services Management Research*, Vol. 60 (2013). Pp.1-9.

Charles McMillan (with Ethel Cote, Chair, Engineers without Borders), "Leveraging Canadian Overseas Volunteers – A Smart Aid Strategy that Works" *Ottawa Hill-Times* (December 5, 2012).

Charles McMillan (with Jeff Overall), "From Simple to Complex to Catastrophic Failure: Towards a Theory of Organizational Failure," Submitted to *Journal of Long Range Planning* (March 2015).

Charles McMillan (with Jeff Overall), "Playing it Safe - Wicked Problems and the MBA Curriculum" *Academy of Management Learning and Education*, Vol. 26 (under Review), 2013.

Charles McMillan and George Stalk, Jr., "Seize the Continent" *Financial Post* (March 5, 2013).

Charles McMillan, "From 'Outside Looking In' to being a Player: Canada's Forward Looking Trade Agenda," *Ivey Business Journal* (September-October 2012), reprinted in *Embassy Magazine* (October 17, 2012). .

Charles McMillan (with George S. Stalk, Jr.), "Canada's Pacific Century: Work In Progress for a New Era, *Policy Options* (Vol. 33), September 2012.

Charles McMillan, "The right time to do a deal with Japan" *Financial Post* – Tuesday (April 23, 2012)

Charles McMillan, "Optimists at the Gate: Arresting US Decline," Book Review, Thomas Friedman and Michael Mandelbaum, *That Used to Be Us: How America Fell Behind in the World It Invented and How We Can Come Back*, New York: Farrar, Strauss & Giroux, *Policy Options* (December-January 2012, pp.48-50.

Charles McMillan, "Innovation in Canada's Gateway Strategies," *Policy Options* (September 2011); reprinted as "Time for innovation in Canada's Trade Gateways and Corridors", *Hill Times Online*, (February 27, 2012).

Charles McMillan, "Canada-Japan's FTA Key to Canada's Asian Strategy," *The Canadian* – Canadian Chamber of Commerce in Japan Fall 2012 (Vol. 12: No 3).

Charles McMillan (with Victor Z. Chen), "Business Schools in a Changing World: Who Creates Best Practice and Knowledge Management?" *Global Business and Management Research*, Vol. 4., No. 3 (July September 2012).

Charles McMillan (with Victor Z. Chen, "Business Schools in a Changing Global World: Best Practice vs. Irrelevant Knowledge? *EFMD Higher Education Research Conference*, The Lorange Institute of Business February 14-15, Zurich, Switzerland.

Charles McMillan: "Looking Outward: A Conservative Majority Government in a Global World, *Policy Options*, June 2011, reprinted in *Hill-Times*, Ottawa, June 28, 2011.

External Reviewer, special issue on International Organizations: "Bringing International Organization In - Global Institutions as Adaptive Hybrids," *Organization Studies* (February 2012).

Charles McMillan, "The Smart Company: Leadership and Innovation" Featured Executive MBA Lecture, University of Bradford Business School, February 22, 2012.

Charles McMillan (with James Tiessen), "Hospital Length of Stay in Ontario: Canada and Japan", Paper presented to Administrative Sciences Association of Canada, St. John's, Nfld, June 2012.

Charles McMillan, "From the Premiers Office to the PMO – Where are the Candidates?" *Policy Options*, Vol. 56 (June 2012), pp. 67-75.

Charles McMillan (with Victor Z. Chen, "Knowledge Creation in Business Schools: Best Practice vs. Academic Research," in Andrew Pettigrew (Ed.), *Future Directions in Business Schools* (Oxford, U.K.: Oxford University Press, 2012).

Charles McMillan, "Technology Only Partly Explains Demise of Kodak," *Financial Times*, October 6, 2011.

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Charles McMillan, "Competing on Productivity, Speed, and Reliability: Organizational Benchmarking as the Missing Link," *Ivey Business Journal* (May June 2011), 1-12.

Charles McMillan, "From Applause to Notoriety: Corporate Reputation and Institutional Governance" in Ronald J. Burke, *Research Studies on Organizational Reputation* (Cheltenham: Edward Elgar, 2011).

Charles McMillan, "Playing Hardball: Headquarters, Corporate Performance and New Capabilities – the Case Study of Canada's Two Railroads" submitted to *Journal of Management*, Vol. 17 (Spring 2012).

Charles McMillan (with Eric Baxter), "Higher Education in Ontario: The Need for Research Universities," *Canadian Journal of Public Administration*, Vol: 54 (September 2011).

Charles McMillan (with Eduardo Jasson), "Argentina's Agribusiness Sector: A Case Study of International Competitiveness," Conference paper for International Agribusiness Management Association, 30 Annual World Symposium (Boston, Mass.: June 2010), published in *International Food and Agribusiness Review*, Vol. 40 (Fall 2010).

Charles McMillan (with James Tiessen), "Hospital Length of Stay in Ontario, Canada, and Japan: Accounting for Similarities and Differences," Academy of Management, Health Care Management Division, Montreal: August 2010.

Charles McMillan, "Five Forces for Effective Leadership and Innovation", *Journal of Business Strategy*, Vol. 31, No. 1 (January 2010), pp. 11-22.

Charles McMillan, "Confederation Bridge: Canada's Most Successful Public-Private Partnership: Commentary", *The Globe and Mail* (December 2009), reprinted as "Hailing Engineering Marvel – At Last." *The Charlottetown Guardian* (December 10, 2009), and "Bridge the Best of Canada's P3C," *The Chronicle Herald* (December 19, 2009).

Charles McMillan, "The Great Game: Changing Canada's Managerial Mindset," *Ivey Business Journal* (July-August 2009).

Charles McMillan, "Canada's links to Japan: 80 years and Counting," OP-ED, *The Hill Times* (July 13, 2009).

Charles McMillan, "The Maple Lead and the Chrysanthemum: 80 Years Diplomatic Relations between Canada and Japan" *International Journal*, Vol. LXIV (August 2009).

Charles McMillan, "Global Logistics and International Supply Chain Management", in Hossein Bidgoli (ed.), *Handbook of Technology Management* (New York: Wiley, 2008).

Charles McMillan, "How Free Trade Came to Canada: Lessons in Policy Analysis", *Policy Options* (October 2007).

Charles McMillan (with George Stalk Jr.), "Transportation and trade: an unfinished national priority", *The Halifax Chronicle Herald* (September 21, 2007).

James L. Darroch and Charles McMillan, "Globalization Restricted: The Canadian Financial System and Public Policy", *Ivey Business Journal* (January/February 2007).

Charles J. McMillan (with James L. Darroch), "Entry barriers and evolution of banking systems: Lessons from the 1980s Canadian western bank failures", *Canadian Journal of Public Administration*, vol.50, no. 2 (Summer 2007).

Charles J. McMillan (with David Chan), "Global Logistics", *Ivey Business Journal*, May/June 2007.

Charles McMillan, "Efficient Socialist Management and Decision-Making - An Essay in Honor of Witold Kiezun", *Dialogue and Universalism*, Warsaw, Poland, (October 2006), pp.61-80.

C.J. McMillan, "Kyrgystan – Failed State or Democratic Revolution?" *Policy Options* (June 2005).

C.J. McMillan, "Why Closures are Good for GM," *The Globe and Mail* (December 2, 2005), p. A.17.

- C.J. McMillan and James Darroch, "Globalization Restricted: The Canadian Banking System and Public Policy," *Ivey Business Journal* (July-August 2006).
- C.J. McMillan, "Atlantic Canada Must Develop an Asia Strategy" *Halifax Chronicle Herald* (March 14, 2006).
- C.J. McMillan (with Eduardo Jasson), "Canadian Science Policy and Corporate Innovation: management Strategies for Wealth Creation," in T. Wesson (Ed.), *Canada and the New World Economic Order* 3e (Toronto: Captus Press, 2005).
- C.J. McMillan, "Uzbekistan – The Next To Fall?" *Globe and Mail* (May 17, 2005), p. A17.
- C.J. McMillan, "Canada, Asia, and the Pacific Century," *Annals, American Academy of Political and Social Science*, (March 1995), pp. 96-114.
- C.J. McMillan (with Eduardo Jasson), "Technology and The New Economy: A Canadian Strategy", in Tom Wesson (ed.), *The New World Economic Order* (Toronto: Captus Press, 2001).
- C.J. McMillan (with E.M.V. Jasson), "La Inserción de Argentina en el Mundo Globalizado", *Revista IDEA*, 220 (March-April 2000), Buenos Aires, Argentina.
- C.J. McMillan, "Shifting Technology Paradigms: Japanese Technology Shifts from the USA," in Daniel Drache and Robert Boyer Eds.), *States Against Markets* (London: Routledge, 1996).
- C.J. McMillan (with Eduardo Jasson), "The Paradox of Developing Countries – The Argentina Case, SMS, *Entrepreneurship and New Technologies in Latin America* (Buenos Aires, Argentina, 2002).
- C.J. McMillan and Toru Yoshikawa, "Marketing, Distribution, and Service Industries: The Political Economy of Japan", in Patrick Heenan (Ed.), *The Japan Handbook*, London: Fitzroy Dearborn Publishers, 1998.
- C.J. McMillan, "The State as Economic Engine of Growth: Lessons from the Japanese Experience," *Journal of Far Eastern Business*, Summer 1996.
- C.J. McMillan (with Sergey Doronin), "Making the Capitalist Transition: A Case Study of the New CIS Republics," *Business and the Contemporary World*, Vol. VII (1995), pp. 139-156.
- C.J. McMillan (with Tom Wesson), "The Production Revolution in Manufacturing" in Patrick Heenan (Ed.), *The Japan Handbook*, London: Fitzroy, Dearborn Publishers, 1998.

C.J. McMillan (with Monte Kwinter), "Central Asia's New Road to Riches" *New York Times* (12 June 1994).

C.J. McMillan, "Robotics: Will the Corporation Be Managed by Machines?" ; "La Robotique: Les machines Replaceront-Elles les gestionnaires de Demain?" *Cost and Management*, Vol. 56 (July-August 1982), pp. 2-13.

C.J. McMillan, "Services: Changing Perspectives on the Global Economy," *Business in the Contemporary World*, Vol. 3 (spring 1991), pp. 101-112.

C.J. McMillan, "Going Global – Japanese Science-Based Strategies in the 1990s," *Managerial and Decision Economics*, Vol. 12 (1991), pp. 171-181.

C.J. McMillan, "How Japan Uses Technology for Competitive Success: Lessons for Canadian Management," *Business Quarterly*, Vol. 54 (Summer 1989).

C.J. McMillan, "Financial Services in Transition: Global Markets and Canadian Finance Opportunities", *Canadian Business Review*, Vol. 16 (Spring 1989), pp. 15-22.

C.J. McMillan, "The PMO – Canada's Power Center," *The Diplomat* (April 1989), pp. 5-7.

C.J. McMillan, "From Quality Control to Quality Management: Lessons from Japan", *The Business Quarterly* (Spring 1982).

C.J. McMillan, "Production Planning and Organizational Design at Toyota," *The Business Quarterly* (Fall, 1982).

C.J. McMillan, "Canada's Trading Firm Sector: Rising Star or Neglected Orphan in Export Trade" in K.C. Dhawan et al. (Eds.), *International Business: A Canadian Perspective* (Toronto: Addison Wesley (Canada) Ltd., 1981).

C.J. McMillan, "Managerial Innovation and Social Values: The Case of Japan", in Gunter Dlugos and Klaus Weiermair (Eds.) *Management Under Different Value Systems* (Berlin and New York: de Gruyter, 1981).

C.J. McMillan, "Is Japanese Management Really So Different?" *The Business Quarterly* (Summer 1980); reprinted in *News Bulletin*, Institute of Management, Singapore; in French, as "Le management Japonais est-il tellement original?" *Decideurs: Le Journal Rhone-Alpes* (February 1981) and in *Mission France-Japon*, Ecole Supérieure Lyon (July 1981).

C.J. McMillan, "L'Organisation Rationnelle: Ideal a Atteindre au Catastrophe a Eviter?" in Maurice Landry (Ed.), *L'Aide a la Decision, Sa Nature, Ses Instruments, et Ses Perspectives d'Avenir* (Quebec: Laval University Press, 1983).

C.J. McMillan, "The Role of Production Operations and Corporate Strategy: Tools from Japan," *Journal of General Management* (Summer, 1983).

C.J. McMillan (with D. Horvath), "Industrial Planning in Japan," *California Management Review*, XXIII (Fall, 1980), pp. 11-21.

C.J. McMillan, "The Pros and Cons of a National Trading Firm," *Canadian Public Policy*, Vol. 7, (Autumn 1981).

C.J. McMillan, "Human Resource Policies, Labour Relations and Work Management: Canada-Japan Comparisons," in Keith Hay (Ed.), *Canadian Perspectives on Economic Relations with Japan* (Montreal: IRPP, 1980).

C.J. McMillan, "Facing the Canadian Challenge: Canadian Direct Investment in the United States," *Cost and Management* (Nov – Dec 1980).

C.J. McMillan, "Qualitative Models of Organizational Decision-Making," *Journal of General Management*, Vol. 6 (Autumn 1980).

C.J. McMillan (with K. Azumi, D. Horvath, and D. Hickson, "Perceptions of Bureaucratic Control: Britain, Japan, Sweden", *Journal of Organizational Science* (Japan), Vol. 6 (1979), reprinted in *Revue Francaise de Gestion* (France), 1980.

C.J. McMillan (with Bolec Kuc and David Hickson), "Organizations and Late Development: The Administrative Design of Polish Factories", *Journal of Organizational Science* (Japan), Vol. 3 (1979).

C.J. McMillan, "The Research Team Process: A Personal View from the Fourth Generation", in D. J. Hickson and C.J. McMillan (Eds.), *Organization and Nation: The International Aston Program*, Vol. 4 (London: Gower Publishing, 1980); reprinted in Derek S. Pugh (ed.), *The Aston Program*, Vol. 2 (Aldershot: Ashgate Publishing, 1998).

C.J. McMillan (with B. Kuc and D.J. Hickson), "Centrally Planned Development: A Comparison of Polish Factories with Equivalents in Britain, Japan, and Sweden", *Organizational Studies*, Vol. 1 (1980), reprinted in D. J. Hickson and C.J. McMillan (Eds.), *Organization and Nation: The International Aston Program*, Vol. 4 (London: Gower Publishing, 1980); reprinted in Derek S. Pugh (ed.), *The Aston Program*, Vol. 2 (Aldershot: Ashgate Publishing, 1998).

C.J. McMillan, "Planning Factors in Plant Location: A Project Management Approach," *Cost and Management* (February 1978); reprinted in *AMA Management Digest*, Vol. 1 No. 5 (November 1978); and *La Revue du Financier* (France), 1979), pp. 4-9.

C.J. McMillan (with D. Horvath), "Introduction to Behavioural Models of Decision-Making" and "Strategic Choice and the Structure of Decision Processes", *International Studies of Management and Organization*, Vol. 10 (fall 1979).

C.J. McMillan, "The Changing Competitive Environment of Canadian Business", *Journal of Canadian Studies*, Vol. 13, 1 (Spring 1978), pp. 38-47.

C.J. McMillan (with K. Azumi, D. Horvath, and D.J. Hickson), "Grounds for Comparative Organization Theory: Quicksands or Hard Core?" in Cor Lammers and David Hickson (Eds.), *Towards a Comparative Sociology of Organizations* (London: Rotledge, 1979).

C.J. McMillan, "The Cultural Context of Organization Design" in J. Jaim (Ed.), *Behavioural Issues in Canadian Management* (Toronto: Prentice Hall, 1977), pp. 486-500.

C.J. McMillan, "Foreign Investment Regulation in Canada: Problems and Prospects," *Journal of Contemporary Business*, Vol. 5 (Autumn 1977), pp. 25-47.

C.J. McMillan (with D. Horvath, D.J. Hickson, and Koya Azumi), "The Cultural Context of Organizational Control: An International Comparison," *International Studies of management and Organization*, Vol. 6, pp. 60-86; reprinted in Derek S. Pugh (Ed.), *The Aston Program*, Vol. 2 (Aldershot: Ashgate Publishing, 1998).

C.J. McMillan, "Problems of Research Access: A Case Study of Britain and Japan," in Cohn Brown et al. (Eds.) *The Access Casebook* (Stockholm: THS, 1975), pp. 136-145.

C.J. McMillan (with D.J. Hickson, and C.R. Hinings), "The Culture-Free Context of Work Organizations," *Sociology*, Vol. 8 (1974), pp. 1-22, reprinted in Theodore Weinshall (Ed.), *Culture and management* (London: Penguin Books, 1976); in D.J. Hickson and C.J. McMillan (Eds.), *Organization and Nation: The International Aston Program*, Vol. 4 (London: Gower Publishing, 1980); reprinted in Derek S. Pugh (Ed.), *The Aston Program*, Vol. 2 (Aldershot: Ashgate Publishing, 1998).

C.J. McMillan (with Koya Azumi), "Culture and Contingency Theories of Bureaucracy," *International Studies of Management and Organization*, Vol. 5 (1975), pp. 35-47; reprinted in D.J. Hickson and C.J. McMillan (Eds.), *Organization and Nation: The International Aston Program*, Vol. 4 (London: Gower Publishing, 1980); reprinted in Derek S. Pugh (Ed.), *The Aston Program*, Vol. 2 (Aldershot: Ashgate Publishing, 1998).

C.J. McMillan, "After the Gray Report: The Tortuous Evolution of Canada's Foreign Investment Policy", *McGill Law Journal*, Vol. 20 (1974), pp. 213-260.

C.J. McMillan (with L.S. Rosen), "Accounting and the Behavioural Sciences", *Canadian Chartered Accountant* (October 1970).

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Aston Group

From Wikipedia, the free encyclopedia

Aston Group is the designation of a group of organizational researchers who pursued their research between 1961 and 1970 under the leadership of [Derek S. Pugh](#). The official name was *Industrial Administration Research Unit of the Birmingham College of Advanced Technology*. Birmingham College was renamed to [Aston University](#) in 1966.^{[1][2]} The Aston Group pioneered works in the area of statistical analysis of [organizations](#) and their functioning. Contrary to former analysis' which were based on binary factors of features - such as *presence* vs. *absence* - the group expanded the spectrum to continuous dimensions and achieved a more differentiated view of their research subject.^[3]

Members of the group originated in different areas of research such as [psychology](#), [economics](#), [political sciences](#) and [sociology](#). Amongst others, John Child, David Hickson, Bob Hinings, Roy Payne, Diana Pheysey, and Charles McMillan published under the Aston-label. As did several other researchers. Remarkably, the Aston group was never associated with a single member, not even its leader Derek S. Pugh.^[4]

Research

In a summary, Derek Pugh describes the works of the Aston group.^[5] According to him, there is no complete theory formulated out of the Aston findings. Their theories and results are embedded in the works of several topics of research. These topic were, according to Greenwood and Devine:^[6]

1. Derek Pugh, David Hickson and C.R. (Bob) Hinings with the relations of [organizational structures](#) and their influencers [technology](#), size and [environment](#).
2. Diane Pheysey, Kerr Inkson and Roy Payne worked on the relation of organizational structure and [organizational climate](#)
3. Lex Donaldson, John Child and Charles McMillan expanded the Aston-research for [performance management](#) and culture-spanning analysis'.

Malcolm Warner maintains *There is a potentially brilliant empirical theory of organizations to be written by the Aston gurus*.^[7] But such a theory was never published.

A typical result from the early phase of their works is the following matrix, reflecting an early means of analyzing the extend of [bureaucratization](#) in organizations. From empirical research in 46 enterprises in the [Birmingham](#) area, the group concluded

- that larger organizations in general are higher specialized, more standardized and formalized (structuring of activities).
- that with an increase in size, the centralization of decision-making decreases (concentration of authority).

Both results confirm empirically the expectation but do not explain the result. Based on the findings, the researchers concluded that organizations where more structure is imposed and power gets concentrated tend to become more bureaucratic.

Power/ Structurization ^[4]		Structuring of activities	
		Low	High
Concentration of authority	High	Personal bureaucracies	Full bureaucracies
	Low	Non- bureaucracies	Workflow- bureaucracies

Based on measurable dimensions - the amount of written instructions - and a structural analysis of the power-concentration, the bureaucracy-level of an organization can easily be determined.

In an expansion and building upon the works of [Max Weber](#) who only recognized one bureaucracy, the Aston group found a **taxonomy** of different types with distinguishable features and characteristics based on only three factors - concentration of authority, structuring and attention to rules. The causal relationship postulated by the group assumed that with concentration of authority within an organization, the variety of roles decreases and therefore the interpersonal interaction and motivated innovation and flexibility decreases.^[5] Die Faktoren sind untereinander verbunden und beeinflussen sich gegenseitig. Im Ergebnis reduzieren Bürokratien die Innovation.^[5]

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