

Peter McKiernan

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BA, MA, PhD

Professor of Management

Strathclyde Business School



Education

-1980, PhD Strategic Management, University of Surrey

-1976, MA Business Analysis, University of Lancaster

-1975, BA Economics, Lanchester Polytechnic, Coventry

Teaching areas

- Management

A. RESEARCH ACTIVITY

Research activities -

- Strategic Management
- Strategic Foresight
- SMEs
- Corporate Planning
- Corporate Turnaround
- Mergers and Acquisition
- Digital Cities
- Diabetes
- Leadership

Membership of Scientific Organizations

European Academy of Management (EURAM)

- o 2010 – 2011, Past President
- o 2006 – 2009, Chair "Imaginisatio Annual Award"
- o 2006 – 2010, President
- o 2000 – 2006, Vice President (External Relations)

Reims Management School

- o 2010 – current, Member of Scientific Committee

Peter Pribilla Foundation

- o 2010 – current, Academic Member

Association of Research Directors

- o 2010 – current, Founder

EFMD/EURAM Research Leadership Programme

- o 2009 – current, Founder/Chair

Association of Business Schools (ABS)

- o 2009 – current, Member of Executive Board,
- o 2007 – current, Companion of the Association of Business Schools

British Academy of Management (BAM)

- o Dean of the Fellows College (current)
- o 2005, Past President
- o 2004, Past Vice President
- o 2001 – 2003, Past Chairman
- o since 1996, Fellow

Academy of Social Sciences (The Academy)

- o 2006 – current, Academician of the Academy of Social Sciences

Honors and Awards

- 2011, Awarded Honorary Sports Full 'Blue', Athletic Union, University of St Andrews
- 2010, Elected to the Executive Board of Scotland's Colleges
- 2009, Elected to the Executive Board of the Association of Business Schools
- 2008, Elected as Chair of the Board of one of Scotland's largest FE Colleges-West Lothian
- 2007, Invited to join the Editorial Board of the Irish Journal of Management
- 2007, Invited to join the Editorial Board of the Journal of Chinese Management Studies
- 2007, Elected as Inaugural Companion of the Association of Business Schools
- 2006, Elected as President of the European Academy of Management
- 2006, Elected as an Academician of the Academy of Social Sciences
- 2006, Elected as the first Dean to the Fellow's College of the British Academy of Management
- 2005, Invited to join Editorial Board of International Management Series, CUP
- 2005, Elected and served as President, British Academy of Management
- 2004, Elected as first Head of School of Management (St Andrews)
- 2004, Elected to Editorial Board of European Management Review
- 2004, Elected and served as Vice President, British Academy of Management
- 2004, Presided as Chair of European Academy of Management Annual Conference
- 2004, Presided as Chair of British Academy of Management Annual Conference
- 2003, Inaugurated into BP Global Marketing Academy

- 2002, Elected as UK Representative to European Academy of Management
- 2001, Elected as Vice President of the European Academy of Management
- 2001, Elected and served as Chairman of British Academy of Management
- 2001, Won through to 'best of the best' speakers at YPO International University
- 2000, Won Fife Enterprise Commercialisation award for Scenario Thinking.
- 2000, Appointed as Visiting Professor at Strathclyde University
- 1999, Won IBM Quality Service Award. 1999
- 1999, Won best paper award by British Diabetes Association 1998
- 1998, Elected to Fellowship of British Academy of Management
- 1997, Elected to Vice Chair of British Academy of Management
- 1995, Appointed as Team Leader by SHEFC for TQAs in Management Depts
- 1994, Appointed as Visiting Professor at University of Warwick
- 1993, Elected to British Academy of Management Executive
- 1993, Won best research paper Award at British Academy Annual Conference

Editorial Participation and Scientific Reviewing

- Cambridge University Press, Companions to Management Series, 2004 – current
- European Management Review, 2003 – current
- Journal of Strategy and Management, 2007- current
- Irish Journal of Management, 2007– current
- Chinese Management Studies, 2007 – current

B. PUBLICATIONS/ COMMUNICATIONS

Refereed Journal Articles

- P. McKiernan, P. Grinyer and M. Yasai, "Market, Organisational and Managerial Correlates of Economic Performance in the Electrical Engineering Industry", Strategic Management Journal, Vol 9, No. 4, 1988.
- P. McKiernan & P. Grinyer, "Generating Major Change in Stagnating Companies", Strategic Management Journal, Vol 11, 1990.
- McKiernan, P., Grinyer, P., Mayes, D., "Sharpbenders: Achieving a Sustained Improvement in Performance", Long Range Planning, Vol.23, No. 1, pp. 116 – 125, February 1990
- McKiernan, P., Check-Teck, F., Grinyer, P., "Strategic Planning in the ASEAN Region", Long Range Planning, Vol. 25, No. 5, pp. 80 – 90, 1992
- McKiernan P. & Grinyer P., "The Determinants of Corporate Profitability in the UK Electrical Engineering Industry", British Journal of Management, Vol. 2, No. 1, pp. 17-32, April 1991
- McKiernan P. & Merali, Y., "The Strategic Positioning of Information Systems in Post-Acquisition Management", Journal of Strategic Information Systems, Vol. 2, No. 2, pp. 105 – 124, June, 1993.
- P. McKiernan & Y. Merali, "Strategic Implications of Information Technology in Post-Acquisition Management", Journal of Strategic Information Systems, June 1993.
- P. McKiernan & C. Morris, "Strategic Planning in UK SMEs: Does Formality Matter?" British Journal of Management, Vol. 5, Special Issue, June 1994.
- THIS PAPER WON THE ACADEMY PRIZE FOR THE YEAR
- P. McKiernan, S. Bridgewater & R. Wensley, "Strategic Investment Decisions by Western Firms in the Ukraine: The Role of Relationships in Home and Host Market Networks", Journal of East-West Business, Vol. 1, No. 3, 1994.
- McKiernan, P., & Grinyer, P., "Organisational Performance: Entropy and Renewal", New Zealand Journal of Business, 1994
- McKiernan P. & Morris, C., "Strategic Planning in UK SMEs: Does Formality Matter?", British Journal of Management, Vol. 5, Special Issue, June 1994.
- THIS PAPER WON THE ACADEMY PRIZE
- McKiernan, P., Bridgewater S. & Wensley, R., "Strategic Investment Decisions by Western Firms in the Ukraine: The Role of Relationships in Home and Host Market Networks", Journal of East-West Business, Vol. 1, No. 3, 1994.
- McKiernan, P. & Merali, Y. "Integrating Information Systems after a Merger", Long Range Planning, Vol 28, No 4, pp. April 1995.
- P. McKiernan & Y. Merali, "A Model for Post Acquisition Integration of Information Systems", Long Range Planning, Vol 28, No 4, April 1995.
- McKiernan, P., "Strategy Past; Strategy Futures", Long Range Planning, Vol 30, No. 5, pp. 790- 798, 1997.
- McKiernan, P. and Tavakoli, M., "SME's strategic reaction to the 1992 Single Market Announcement: Evidence from Scottish Manufacturing Firms", The Journal of Small Business Management, January 1999.
- McKiernan, P. et alia (Greene, Tripaldi, Chiarelli, Morris, Newton), "Cross Cultural

- Differences in the Management of Children and Adolescents with Diabetes", in *Hormone*, April 2002.
- THIS WORK WON A MAJOR PHARMACEUTICAL INDUSTRY AWARD
 - McKiernan, P., and MacKay, R.B., "The role of hindsight in foresight: refining strategic reasoning", *Futures*, Vol. 36, No.2, pp. 161-179, March 2004.
 - McKiernan, P., MacKay, R. B., Masrani, S., "Strategy options and cognitive freezing: The case of Dundee jute industry in Scotland", *Futures*, Vol. 38, No. 8, pp. 925-941, October 2006.
 - McKiernan, P., and Carter, C., "The Millenium Nexus: Strategic management at the Cross-Roads", *European Management Review*, Vol 1., No. 1, Spring 2004, pp. 3-13 (Special Issue edited by Carter and McKiernan)
 - THIS SPECIAL ISSUE WAS RANKED SECOND FOR BEST NEW JOURNAL IN 2004
 - McKiernan, P., and B. MacKay, R. B., "Exploring Strategy Context with Foresight", *European Management Review*, Vol. 1, No. 1, pp. 69-77, Spring 2004.
 - McKiernan, P., "Exploring Environmental Context within the History of Strategic Management", *International Studies of Management and Organisation*, Vol.36, No.3, pp 7-21, Fall 2006.
 - MacKay, R. B., and McKiernan, P., "What If? The role of counterfactual reasoning and scenario thinking in understanding context", *International Studies of Management & Organization*, Vol. 36, No. 3, pp. 93-109, Fall 2006.
 - McKiernan, P., and Check-Teck, F., "Molecular, structural firm adaptations to environments: empirical Tao of the CEO", *Chinese Management Studies*, Vol. 1, No. 1, pp. 6-24, 2007.
 - THIS PAPER WON AN EMERALD PRIZE
 - McKiernan, P., and Docherty, I., "Strategic Planning in Edinburgh City Region", *Environment and Planning C: Government and Policy*, Vol. 26., pp.982-997, 2008 (For REF 2013: ABS 3 star)
 - McKiernan, P., "The irrelevance of management research: Nature of the 'problem' and some European hope'- A reply to 'Renaissance and renewal in management studies: Relevance regained'- J Pfeffer", *European Management Review*, Vol. 6, No. 3, pp. 149-155, Autumn 2009
 - McKiernan, P., and Check Teck, F., "Cognitive Mapping of Chief Executive Officer's Minds: confronting Chinese Global Competitiveness", *International Journal of Indian Culture and Business Management*, Vol. 2, No. 3, 2009
 - McKiernan, P. & MacKay, B., "Creativity and Dysfunction in Strategic Processes: The case of Scenario Planning", *Futures*, Vol. 42, Issue 4, pp. 271 – 281, May 2010
 - McKiernan, P., "Evolution of EURAM's Strategy", *European Management Review*, Vol. 7, No. 2, pp. 77-80, Summer 2010

Books

- P. McKiernan, P. Grinyer and D. Mayes, "Sharpbenders: the Secrets of Unleashing Corporate Potential", Basil Blackwell, Oxford 1988, 325 pages.
- P. McKiernan, "Strategies for Growth: Recovery, Maturity and Internationalisation", Routledge, January 1992, 220 pages.
- P McKiernan & C. Egan, "Inside Fortress Europe: Competitive Strategies for the Single Market", Addison-Wesley, Wokingham, October 1993, 227 pages.
- P. McKiernan (academic editor), "Historical Evolution of Strategic Management: the Planning and Learning Schools of Thought", Vol. 1, Gower Press, Aldershot, August 1996, 445 pages.
- P. McKiernan (academic editor), "Historical Evolution of Strategic Management: the Positioning and Resource-Based Schools of Thought", Vol. 2, Gower Press, Aldershot, August 1996, 449 pages.
- P. McKiernan & S AL-Ishmaily, "Inside the Omani Corporate Culture; a Research in Management Styles", *Oman Economic Review*, Muscat, 2007, 219 pages
- P. McKiernan and B. Leavy, 'Strategic Leadership; Governance and Renewal', Palgrave, Basingstoke, 2009, 332 pages

Chapters in Books

- McKiernan, P., Grinyer, P.H., and Yasai, M., (1988) Market, Organisational and Managerial Correlates of Performance. In: Grant, J., Strategic Management Frontiers, JAI Press. (35 pps.)
- McKiernan, P., Grinyer, P.H., and Mayes, D., (1988) Sharpbenders: the process of marked and sustained improvement in performance in selected UK companies. In: Pettigrew, A., Competitiveness in the Management Process, Basil Blackwell,

- Oxford (44 pps.)
- McKiernan, P., and Grinyer, P.H., (1991) Typologies of Corporate Recovery. In: Barrer, P., Cooper, C. and Barrar, P., Managing Organisations in 1992, Cengage Learning EMEA, pp. 131-159, ISBN: 9780415066624
 - McKiernan, P. (1999) Strategies in the End Game. In: Egan, C. and Thomas, H.J., CIM Handbook of Strategic Marketing, pp. 85-102, Butterworth Heinemann.
 - McKiernan, P. (2002) Organisational Turnaround. In: Faulkner, D. & Campbell, A., Oxford Book of Strategic Management, Open University Press.
 - McKiernan, P. (2002) Scenario Thinking. In: Alarfaj, A. Strategic Management (Business Trends in the 21st Century), Almarikh (AlHassa) Publishing (published in Arabic)
 - McKiernan, P., Faulkner D., & Kay, J. (2003) The history of strategy and some thoughts for the future. In Faulkner, D. & Campbell, A., The Oxford Handbook of Strategy: Volume 1 (a strategy overview and competitive strategy), Oxford University Press, Oxford, pp. 21-46.
 - McKiernan, P. (2003) Turnarounds. In: Faulkner, D. & Campbell, A., The Oxford Handbook of Strategy: Volume 2 (corporate strategy), Oxford University Press, Oxford, pp. 267-318.
 - McKiernan P. and Rajendran Pandian, J. (2005) Competence- Based Management and Strategic Alliances. In: Sanchez, R and Heeney, A (eds). Advances in Applied Business Strategy, Vol. 8 'Competence perspectives on Managing Interfirm Interactions, Elsevier.
 - McKiernan, P. History of the British Academy of Management, 1986 – 2007, BAM, London, 14 pages.
 - McKiernan, P. (2007) Scenario Thinking. In: S. Clegg et alia (Eds.) International Encyclopaedia of Organisation Studies, Sage Publications.
 - McKiernan, P. (2007) Delphi Method. In: S. Clegg et alia (Eds.) International Encyclopaedia of Organisation Studies, Sage Publications.
 - McKiernan, P., Greene, A., and Greene, S. (2008) The Nature of Reciprocity and the Spirit of the Gift: Balancing Trust and Governance in Long-Term Illness. In: Researching Trust and Health, Routledge, Chapter 5, pp. 91-112.
 - McKiernan, P. and Masrani, S. (2009) Addressing Path Dependency in the Capabilities Approach: Historicism and Foresight meet on the Road Less Travelled. In: Handbook of Research on Strategy and Foresight, Eds. B Mackay and L Constanzo, Edward Elgar, Chapter 27.
 - McKiernan, P. (2011) European research strategy. In: Durand, T., and Dameron, S., Redesigning Management Education and Research Proposals from European Scholars, Edward Elgar.
 - P. McKiernan, "Strategies in the End Game" in Egan, C. and Thomas, H.J. Strategic Marketing, CIM Handbook, Butterworth Heinemann, 1999.
 - P. McKiernan, "Organisational Turnaround" in Faulkner, D. & Campbell, A., Oxford Book of Strategic Management, Open University Press, 2002.
 - P. McKiernan, "Scenario Thinking" in Alarfaj, A. Strategic Management, Almarikh Publishing, 2002
 - P. McKiernan, D. Faulkner & J. Kay, "History of Strategy" in Faulkner, D. & Campbell, A., Oxford Book of Strategic Management, Open University Press, 2002.
 - P. McKiernan and J. Rajendran Pandian, "Competence- Based Management and Strategic Alliances" in Sanchez, R and Heeney, A (eds). Advances in Applied Business Strategy, Vol. 8 'Competence perspectives on Managing Interfirm Interactions', Elsevier, 2005
 - P. McKiernan, S. Masrani, 'Addressing Path Dependency in the Capabilities Approach: Historicism and Foresight meet on the Road Less Travelled', in 'Handbook of Research on Strategy and Foresight', Eds. B Mackay and L Constanzo, Edward Elgar, 2009, Chapter 27
 - P. McKiernan, Greene, A., and Greene, S., 'The Nature of Reciprocity and the Spirit of the Gift: Balancing Trust and Governance in Long-Term Illness', in 'Researching Trust and Health', Routledge, 2008, Chapter 5, pp. 91-112

Published Case Studies

- Peter McKiernan, 1989, *Tube Investments A*, Warwick, 13 pps.
- Peter McKiernan, 1989, *Tube Investments B*, Warwick, 18 pps.
- Peter McKiernan, 1989, *Tube Investments C*, Warwick, 13 pps.

C. PROFESSIONAL EXPERIENCE

Teaching

- Research Fellow, University of St Andrews
- Lecturer in Management, University of St Andrews
- Senior Lecturer in Strategic Management, University of Warwick
- Professor of Management, University of St Andrews
- Professor of Strategic Management, University of Warwick
- Visiting Professor of Strategic Management, University of Warwick
- Visiting Professor of Strategic Management, University of Strathclyde

Teaching 2009/2011

- Organisations and Society
- Scenario Thinking
- Managing in Complex Environments
- Scenario Thinking and Strategy

Consulting

- Consultancies and Executive Training for :
 - GEC,
 - Philips,
 - IBM,
 - Reed-Elsevier,
 - Nestle,
 - Cooperative Society,
 - Shell,
 - Exxon,
 - BP,
 - Sumitomo-Lumonics, John Brown,
 - Longmans,
 - Siemens-GPT,
 - Continental Can,
 - BT,
 - Ford of Europe,
 - NEDO,
 - Scottish Office and many SMEs.

Directed over 120 major Scenario Projects with :

- Scottish Enterprise
- Scottish Homes
- States of Jersey
- Fife Council
- Stirling Council
- Tayside Council
- City of Edinburgh Region,
- DTI/Treasury/Defra/Foreign Office
- Microsoft
- Philips
- BP
- IBM

Directed Scottish E-Cities project as part of TCS funded scheme.

Strategy coach and trainer to Exxon, BP, Shell, IBM, Aegon, Philips, Reed-Elsevier, AT&T, BT, Bertelsmann-Random House, Corus, Deloitte-Touche, Ford of Europe, GEC, Marks & Spencer, Nynas, and a host of SMEs.

Administration

- Chairman of Department of Management, University of St Andrews (3 times)
- Convenor of Marketing and Strategy Group, University of Warwick (4 years)
- Director of FT MBA, University of Warwick (2 years)
- Head of School of Management, University of St Andrews (2005 to present)
- Chairman of the Board of Governors, Canongate Primary School St Andrews (4 years)
- Chairman of the Board of Governors, Madras College Secondary School, St Andrews (7 years)
- Chairman of the Athletic Union Governing Board, University of St Andrews (7 years)
- Vice Commodore, Commodore and Rear Commodore, St Andrews Sailing Club (8 years)
- Board Member, West Lothian College of Further Education (4 years)
- Non-Executive Director, Director and Managing Director of Several Private Sector Companies (1978 to present)