

# Nick Oliver - Curriculum Vitae – January 2016

**ADDRESS:**                   **Office:**  
University of Edinburgh Business School,  
29 Buccleuch Place,  
Edinburgh,  
EH8 9JS, UK.

Tel:       (0131) 650 3811  
Email:   [nick.oliver@ed.ac.uk](mailto:nick.oliver@ed.ac.uk)  
Mobile:  07836 644833

## CURRENT POSITION/S:

Professor of Management, University of Edinburgh Business School.

## 1. PERSONAL HISTORY

- 1977-1981:**       Edinburgh University: M.A. (Honours) in Psychology.
- 1981-1984:**       SERC/SSRC funded studentship with the Cooperatives Research Unit, Systems Group, the Open University. Ph.D. awarded in 1986, entitled “The Social Psychology of Employee Commitment in Worker-Owned Enterprises”).
- 1984-1985:**       Research assistant, Systems Group, Open University.
- 1985-1992:**       Lecturer in Organizational Behaviour, Cardiff Business School, University of Wales, Cardiff.
- 1992-1997:**       Lecturer in Management Studies, University of Cambridge, Judge Institute of Management Studies. Visiting Fellow, University of Melbourne, 1995.
- 1997-2000:**       Reader in Management Studies, University of Cambridge. Visiting Fellow, Australian Graduate School of Management, Sydney, 1999-2000.
- 2000-2006:**       Professor of Management, Judge Business School, University of Cambridge. During this time I took on various roles, including Director, Professional Practice Programme, Cambridge-MIT Institute (November 2000- June 2003). Director, Executive Education Programme, Cambridge-MIT Institute (June 2003- July 2005). Assistant Director, ESRC Centre for Business Research (April 2001-September 2004). Director of Information Services, Judge Business School (2003–2005). Director, Centre for Competitiveness and Innovation (2004-2006).  
Fellow, Wolfson College, Cambridge 1998-2006.
- 2007-present**     Professor of Management, University of Edinburgh of Edinburgh Business School. Head of School 2007-2012.

## 2. RESEARCH GRANTS AND PROJECTS

### 2.1 Research Projects

*New Technologies, Structure and Culture* (1987). Examination of the adoption of Japanese manufacturing techniques by a major British company and their implications for organizational culture. Pre-project funding of £2000 obtained under the ESRC *New Technologies and the Firm* initiative.

*The Japanization of British Industry* (1987) Grant to hold a conference on this theme. Value £1000 (with B. Wilkinson).

*Information Systems for JIT and Total Quality Control* (1989-91) SERC/ESRC Joint Committee, value £35,780 (with B. Wilkinson).

*The Economics of Just-in-Time* (1989-1992). Funding for a three year research assistantship obtained from the Cardiff Business School research fund, value approximately £60,000 (with P. Turnbull and B. Wilkinson).

*The Lean Enterprise Benchmarking Project, Phase I* (1991-1992) A one year project sponsored by Andersen Consulting into manufacturing performance and management practices in the Japanese and Western automotive components industries. Value £90,000. (with D. Jones, R. Delbridge and J. Lowe).

*Strategic Re-direction and Corporate Culture* (1990-1993) Funding for a three year research assistantship obtained from the Cardiff Business School research fund (with A. Davies).

*The Lean Enterprise Benchmarking Project: Phase II* (1993-1994) Study of automotive manufacturing in seven countries, value approximately £220,000.

*The Financial Impact of Japanese Manufacturing Methods* (1994) Funded internally.

*Design and Development Benchmarking*. (1995) Pilot study to develop benchmarking tools to measure the performance of product design and development processes. Funded by the Design Council, value £20,000.

*The Developing Chinese Automotive Industry* (1996-97). Manufacturing practice and performance in the Chinese Automotive Industry. Conducted in collaboration with Tsinghua University and Cardiff Business School, under the sponsorship of Andersen Consulting. Value £33,000.

*Design and Development Benchmarking* (1996-1999) Benchmarking study of product design and development in Japan, North America and the UK. Total value £265,000. Funded jointly by the EPSRC (£115K) and the Design Council (£150K).

*Inter-Organizational Networking* (1996-1999) Study of the factors which explain the creation, development and maintenance of successful inter-firm networks. Conducted in collaboration with the Universities of Bath and Brighton, and funded by the EPSRC. Total value £650,000, Cambridge budget approximately £150K).

*The Innovation Award Scheme* (1998-99) Assessment of the new product development processes of UK companies, supported by *Management Today* and the Design Council. Value £35,000.

*Design Against Crime*. (1999-2000) Analysis of how crime resistance is designed into products, services and the built environment during the development process. Funded by the Home Office via the Design Council. Value £130,000.

*The Learning Factory*. (1998-2001) Examination and update of performance benchmarks in the UK, US and Japanese automotive industries. In collaboration with Cardiff Business School, funded by the EPSRC.

*New Product Development in the Japanese and Western Automotive Industries.* (2001) Collaboration with Chuo University, Tokyo, to benchmark product development performance in the Japanese and UK auto industries. Funded by the SMMT/Industry Forum. Value £27,000.

*The Cambridge-MIT Centre for Competitiveness and Innovation* (2004-6) Establishment of a joint Cambridge-MIT centre to provide education, research and industry events on the theme of managing innovation. The initial budget was approximately £1.2 million, including £400K of industry sponsorship. Corporate sponsors include BT, Oracle, EDS and Ford.

## 2.2 PhD Students

James Lowe, PhD awarded 1995; Isabelle Dostaler, PhD awarded 1997; Paul Ryan, PhD awarded 1997; Maire Kerrin, PhD awarded 1998 (external supervisor); James Callaghan, PhD awarded 1999; Dave Primost, PhD awarded 2002; George Olcott, PhD awarded 2005; Lee Schab, commenced January 2005; PhD awarded 2008; Francesco Zirpoli, commenced October 2005, PhD awarded 2008. Yan Zhang, PhD awarded 2013, Hoang Ho, MPhil 2013. Denise Toscani, commenced 2014. Melike Senturk, commenced 2014.

## 3. PUBLICATIONS & CONFERENCE PAPERS

Approximately 3,000 citations on Google Scholar as of 2015.

### 3.1 Books

Oliver, N. and Wilkinson, B. (1988) *The Japanization of British Industry*. Oxford: Basil Blackwell.

Oliver, N. and Wilkinson, B. (1992) *The Japanization of British Industry: Developments in the 1990s*. Oxford: Basil Blackwell.

Holweg, M. and Oliver, N. (2015) *Crisis, Resilience and Survival: Lessons from the Global Auto Industry*. Cambridge: Cambridge University Press.

### 3.2 Refereed Articles

Oliver, N. (1984) 'An examination of organizational commitment in six workers co-operatives in Scotland'. *Human Relations*, Vol 37, No. 1, pp 29-46.

Oliver, N. (1987) 'Commitment in producer co-operatives; the role of work values'. *Journal of Interdisciplinary Economics*, Vol 2 pp 117-130.

Pang, K.K. and Oliver, N. (1988) 'Personnel strategy in eleven Japanese manufacturing companies in the UK'. *Personnel Review*, Vol 17, No 3, pp 16-21.

Wilkinson, B. and Oliver, N. (1989) 'Power, control and the Kanban'. *Journal of Management Studies*, Vol 26 no 1, pp 47-58.

Oliver, N and Wilkinson, B. (1989) 'Japanese manufacturing techniques and personnel and industrial relations practice in Britain: evidence and implications'. *British Journal of Industrial Relations*, Vol 27, No 1, pp 73-91.

Oliver, N. (1989) 'Co-ordination and control in a small producer co-operative: Dynamics and dilemmas', *Economic and Industrial Democracy*, Vol 10, No.4, 447-465.

Oliver, N. (1990) 'Employee commitment and total quality control'. *International Journal of Quality and Reliability Management*, Vol 7, No.1, pp 21-29.

- Oliver, N. (1990) 'The investment model of commitment: empirical evidence and theoretical development'. *Journal of Occupational Psychology*, Vol 63, pp 19-31.
- Turnbull, P., Oliver, N. and Wilkinson, B. (1990) 'JIT, and TQC: Implications for information systems'. *Technology Analysis and Strategic Management*, Vol 1, No. 4, pp 409-422.
- Oliver, N. (1990) 'Human factors and the implementation of JIT'. *International Journal of Operations and Production Management*, Vol. 10, No. 4, pp 33-41.
- Oliver, N. (1990) 'Work rewards, work values and organizational commitment in an employee-owned firm: Evidence from the UK' *Human Relations*, Vol 43, No 6, pp 513-526.
- Oliver, N. and Davies, A. (1990) 'Implementing Japanese manufacturing techniques: A tale of two (UK) factories'. *Journal of Management Studies*, Vol 27, No 5, pp 555-570.
- Oliver, N. (1990) 'Can JIT concepts improve personal productivity?' *Leadership and Organizational Development Journal*, Vol 11, No 6, pp 22-27.
- Gleave, S. and Oliver, N. (1990) 'Human resources management in Japanese manufacturing companies in the UK: Five case studies'. *Journal of General Management*, Vol 16, No 1, pp 54-68.
- Oliver, N. (1991) 'The dynamics of just-in-time'. *New Technology, Work and Employment*, Vol 6, No 1, pp 19-27.
- Oliver, N. (1991) 'JIT: Issues and items for the research agenda'. *International Journal of Physical Distribution and Logistics Management*. Vol 20, No 7, pp 2-11.
- Delbridge, R. and Oliver, N. (1991) 'Just-in-time or just the same? Developments in the Auto industry: The retailers views'. *International Journal of Retailing and Distribution Management*, Vol 19, No 2, pp 20-26.
- Oliver, N. and Delbridge, R. (1991) 'Beyond customer satisfaction: the changing face of car retailing'. *International Journal of Retailing and Distribution Management*, Vol 19, No 3, pp 29-39.
- Oliver, N. and Lowe, J. (1991) 'American, British and Japanese contrasts in the UK computer industry'. *Personnel Review*, Vol 20 No 2 pp 18-23.
- Lowe, J and Oliver, N. (1991) 'The high commitment work place: Two cases from a hi-tech industry'. *Work, Employment and Society*, Vol 5, No 3, pp 437-450.
- Delbridge, R. and Oliver, N. (1991) 'Narrowing the gap? Stock turns in the Japanese and Western Car Industries'. *International Journal of Production Research*, Vol 29, no 10, pp 2083-2095.
- Thomas, R. and Oliver, N. (1991) 'Component supplier patterns in the UK motor industry'. *Omega*, Vol 19, No 6, pp 609-616.
- Turnbull, P., Oliver, N. and Wilkinson, B. (1992) 'Buyer-supplier relations in the UK automotive industry: Strategic implications of the Japanese manufacturing model'. *Strategic Management Journal*. Vol 13, pp 159-168.
- Oliver, N. (1993) 'Quality, costs and changing strategies of control in UK universities'. *Journal of Educational Administration*, Vol 31, No 1, pp 41-52.
- Turnbull, P., Delbridge, R., Oliver, N. and Wilkinson, B. (1993) 'Winners and losers - the 'tiering' of components suppliers in the UK automotive industry'. *Journal of General Management*. Vol 19, No 1, pp 48-63.
- Oliver, N., Delbridge, R., Jones, D. and Lowe, J. (1994) 'World class manufacturing: further evidence in the lean production debate'. *British Journal of Management*. Vol 5, pp 53-63.
- Delbridge, R., Lowe, J. and Oliver, N. (1995) 'Measuring manufacturing performance: The process of benchmarking'. *International Journal of Production and Operations Management*, Vol 15, No 4, pp 50-62.
- Oliver, N., Delbridge, R. and Lowe, J. (1996) 'Lean production practices: international comparisons in the auto components industry'. *British Journal of Management*, Vol 7, No 1, pp 29-45.

- Oliver, N., Delbridge, R., and Lowe, J. (1996) 'The European autocomponents industry: manufacturing performance and practice'. *The International Journal of Operations and Production Management*, Vol 16, No 11, pp 85-97.
- Lowe, J., Delbridge, R., and Oliver, N. (1997) 'High-Performance Manufacturing: Evidence from the Automotive Components Industry'. *Organization Studies*, Vol. 18, No 5, pp 783-798.
- Oliver, N., Delbridge, R., and Lowe, J. (1998) Japanisation on the shopfloor. *Employee Relations*, Vol. 20, No. 3, pp 248-260.
- Oliver, N., Dewberry, E., Nilson, P., and Shamir, T. (1999) 'Product development processes in companies with class-leading products'. *International Journal of New Product Development and Innovation Management*, Vol 1, No 1. pp 241-254.
- Delbridge, R., Lowe, J. and Oliver, N. (2000) 'Shopfloor responsibilities under lean team working'. *Human Relations*, Vol 53, No 11, pp 1459-1479.
- Oliver, N., Ikeda, M., Nakagawa, Y. and Primost, D. (2001) 'Trends in Production and Product Development in the Japanese Automotive Industry'. *International Journal of Automotive Technology and Management*, Vol 1, no 1, pp 53-60.
- Anderson, J., Oliver, N and Anderson, J. (2001) 'Collaborative new product development in a multi-customer context: challenges for Western auto component suppliers'. *International Journal of Vehicle Design*, Vol 25, No 4. pp 261-274.
- Oliver, N. and Delbridge, R., (2002) 'The Characteristics of High Performing Supply Chains'. *International Journal of Technology Management*. Vol 23, Nos 1/2/3. pp 60-73.
- Kerrin, M. and Oliver, N. (2002) 'Collective and individual improvement activities: the role of reward systems'. *Personnel Review*. Vol 31, No 3, pp 320-337.
- Dostaler, I., Oliver, N. and Dewberry, E. (2004) 'Le développement de nouveaux produits: une comparaison des pratiques japonaises, britanniques et nord-américaines'. *Gestion*, Vol 28, No 4, pp 7-18.
- Oliver, N., Dewberry, E., Dostaler, I. (2004) 'New Product Development Benchmarks: The Japanese, North American and UK consumer electronics industries'. *Journal of High Technology Management Research*. Vol 15, No 2, pp 249-265.
- Bates, H, Holweg, M., Lewis, M., and Oliver, N. (2007) 'Motor Vehicle Recalls: Trends, Patterns and Emerging Issues'. *OMEGA*. Vol 35, No 2, pp 202-210.
- Oliver, N., Schab, L. and Holweg, M. (2007) 'Lean principles and premium brands: conflict or complement?' *International Journal of Production Research*. Vol 45. No 16, pp 3723-3739.
- Oliver, N., Holweg, M. and Carver, M. (2008) 'A systems perspective on the death of a car company'. *International Journal of Production and Operations Management*, Vol 28, No 6, pp 662-583.
- Oliver, N. (2008) 'Rational Choice or Leap of Faith? The Creation and Defence of a Management Orthodoxy'. *The Learning Organization*, Vol 15, No 5, pp 373-387.
- Holweg, M., Luo, J. and Oliver, N. (2009) 'The past, present and future of China's automotive industry: a value chain perspective'. *International Journal of Technological Learning, Innovation and Development*, Vol 1-2, pp 76-118.
- Olcott, G. and Oliver, N. (2014) 'Social Capital, Sense Making and Recovery from Disaster: Japanese Companies and the March 2011 Earthquake'. *California Management Review*, Vol 56, No 2, pp 5-22.
- Olcott, G. and Oliver, N. (2014) 'The Impact of Foreign Ownership on Gender and Employment Relations in Large Japanese Companies'. *Work, Employment and Society*. Vol 28, No 2, pp 206-224.

### 3.3 Publications in Preparation, under Review or Forthcoming

Cuckow, N. and Oliver, N, 'Changing Patterns of Leanness: Stock Turns in the Japanese and Western Auto Industries 1975-2012' (with N Cuckow). In preparation for the *Journal of Operations Management*.

Oliver, N., Cavard, T. and Potocnik, K. 'Sensemaking and Control at the Limit: The Air France 447 Disaster'.

### 3.4 Chapters, Practitioner Articles, etc

Oliver, N. (1985) 'Commitment in a large worker's co-operative: A test of the Investment Model'. *Occupational Psychology*, No 18, pp 18-26.

Fortune, J. and Oliver, N. (1986) *The Human Aspects of Quality*. Unit 4, PT 622 *Quality Systems*, Open University Press, Milton Keynes. 60 pgs.

Oliver, N. (1986) *Computers and Quality*. Unit 3, PT622, *Quality Systems*, Open University Press, Milton Keynes. 30 pgs.

Oliver, N. and Wilkinson, B. (1987) 'Just-in-time just too soon?' *Industrial Society Magazine*, September, pp 28-29.

Wilkinson, B. and Oliver, N. (1988) Editorial to *Industrial Relations Journal*, Vol 19, No 1, pp 7-10. (Guest editors for a special issue on 'Japanization')

Oliver, N. and Wilkinson B. (1988) 'Japanese inward investment in Wales: Trade Union responses'. *Welsh Economic Review*, Vol 1, No 1 pp 50-54.

Oliver, N. and Wilkinson, B. (1988) 'The adoption of Japanese production methods in the UK - Evidence and implications'. *Employment Bulletin and Industrial Relations Digest*.

Oliver, N. and Wilkinson, B. (1988) 'Piggy in the middle - The impact of JIT purchasing on the supplier'. *The Production Engineer*, November, pp 46-7.

Oliver, N. and Wilkinson, B. (1989) 'Strategic fit: The real lesson from Japan'. *Business and Economics Review*, no 4, Winter, pp 3-8.

Oliver, N. (1989) 'Jitters in the office'. *Management Today*, November, pp 142-146.

Oliver, N. (1989) 'JIT - The cultural obstacles'. *Management Europe*, December, pp 11-14.

Wilkinson, B. and Oliver, N. (1990) 'Obstacles to Japanization: the case of Ford UK', *Employee Relations*, Vol 12, No. 1 pp 17-21.

Wilkinson, B. and Oliver, N. (1990) 'Japanese Influences on British Industrial Culture'. In Clegg, S.R. and Redding, S.G. *Capitalism in Contrasting Cultures*. pp 333-354.

Oliver, N. (1990) 'The JIT Jigsaw'. *Manufacturing Engineer*, March, pp 29-30.

Oliver, N. and Thomas, A. (1990) 'Ownership, commitment and control: The case of producer co-operatives'. In Poole, M. and Jenkins, G. (Eds) *New Forms of Ownership*, London: Routledge, pp 341-358.

Oliver, N. (1990) 'The impact of the Japanese model on Western management practice'. *Managerial Auditing Journal*, Vol 5, No 3, pp 25-28.

Oliver, N. (1990) 'Productivity and performance in the Japanese car industry'. *Business Studies*, Vol 3, No 1, pp 2-6.

Oliver, N. and Wilkinson, B. (1990) 'Contemporary Industrial Change: Implications of the Japanization of British Industry'. In and Stewart, P., Garrahan, S and Crowther, S, (eds) *Restructuring for Economic Flexibility*. Aldershot: Avebury.

Oliver, N., Delbridge, R., Turnbull, P. and Wilkinson, B. (1991) 'Quality and competitiveness in the UK automotive components industry'. *Quality Today*, April, pp s1-s2.

Wilkinson, B, Morris, J and Oliver, N (1991), 'Japanizing the World: The Case of Toyota', in Marceau, J. (eds), Berlin and New York: De Gruyter.

- Oliver, N., Morris, J. and Wilkinson, B. (1992) 'The Impact of Japanese Investment on European Industry' *In* Young, S and Hamill, J. (eds) *Europe and the Multinationals: Issues and Responses for the 1990s*. Edward Elgar.
- Wilkinson, B. and Oliver, N. (1992) 'Human Resource Management in Japanese companies in the UK and USA'. *In* Towers, B. (ed) *Handbook of Human Resource Management*. Oxford: Basil Blackwell.
- Kirkpatrick I, Davies, A., and Oliver, N. (1992) 'Decentralization: friend or foe of HRM?'. *In* Blyton, P. and Turnbull, P. (eds) *Re-assessing Human Resource Management*. London: Sage.
- Davies, A., Kirkpatrick I., and Oliver, N. (1992) 'The organizational culture of an academic library: implications for library strategy'. *British Journal of Academic Librarianship*. Vol 7, No 2, pp 69-89.
- Oliver N. and Wilkinson, B. (1993) 'Japanization: The experience from the car industry'. *In* Gowler, D., Legge, K, and Clegg, C. *Case Studies in Organizational Behaviour and Human Resource Management*. London: PCP.
- Ward, M., Cheese, P., Thayer, B., Sakuda, I, Jones, D.T., Delbridge, R., Lowe, J. and Oliver, N. (1993) *The Lean Enterprise Benchmarking Project Report*. London: Andersen Consulting.
- Oliver, N., Delbridge, R. and Lowe, J. (1994) 'The correlates of high performance manufacturing: Management practices and wider context'. *In* Platts, K., Gregory, M.J. and Neely, A.D. (eds) *Operations, Strategy and Performance*, Cambridge: Cambridge University Press.
- Oliver, N. (1994) The Japanese influence on British Manufacturing. *Global Business*, November, pp 63-64.
- Oliver, N., Jones, D.T., Delbridge, R., Lowe, J., Roberts, P. and Thayer, B. (1994) *The World Wide Manufacturing Competitiveness Survey*. London: Andersen Consulting.
- Oliver, N. (1996) 'Benchmarking'. *In* *The International Encyclopaedia of Business and Management*. London: Routledge.
- Oliver, N. (1996) 'Japanization'. *In* *The International Encyclopaedia of Business and Management*. London: Routledge.
- Oliver, N. (1997) 'Can Design be Benchmarked?' *Engineering Designer*, January, pp 28-29.
- Oliver, N., Gardiner, G. and Mills, J. (1997) 'Benchmarking the Design and Development Process'. *Design Management Journal*, Vol 8, No 2, pp 72-77.
- Oliver, N., Delbridge, R., and Lowe, J. (1998) *Inside the Chinese Automotive Industry*. London: Andersen Consulting.
- Oliver, N. and Dewberry, E. (1998) 'New award for new product development'. *Manufacturing Excellence*, Issue 2, February/March, pp 14-16.
- Oliver, N. (1998) 'Womack and Jones'. *In* Warner, M, (ed) *Handbook of Management Thinking*. London: International Thompson, pp 752-758.
- Oliver, N. (1998) 'Benchmarking'. *In* Dorf, R (ed) *The Handbook of Technology Management*, Florida: CRC Press, pp 16-36-16-42.
- Oliver, N. (1998) 'Japanization'. *In* Poole, M. and Warner, M. (eds) *The IEBM Handbook of Human Resource Management*, London: International Thomson Business Press, pp. 461-466.
- Oliver, N. and Blakeborough, M. (1998) 'Innovation Networks: The View from the Inside'. *In* Michie, J. and Grieve-Smith, J. (eds) *Globalization, Growth and Governance*, Oxford: Oxford University Press, pp146-160.
- Oliver, N. and Hunter, G. (1998) 'The Financial Impact of 'Japanese' Manufacturing Methods'. *In* Delbridge, R. and Lowe, J. (eds) *Manufacturing in Transition*. London: Routledge, pp 81-92.
- Delbridge, R., Lowe, J. and Oliver, N. (2000) 'Worker autonomy in lean teams: Evidence from the world automotive components industry'. *In* Procter, S and Worthington, F. (eds), *Teamworking*, Macmillan, Basingstoke, pp 125-142.

- Oliver, N. (2001) 'An organizational perspective'. In Bruce, M. and Bessant, J. (eds) *Design in Business- Strategic Innovation Through Design*. Harlow: Pearson. Chapter 7. pp 139-165.
- Oliver, N. (2001) 'Performance measurement and benchmarking'. In Bruce, M. and Bessant, J. (eds) *Design in Business- Strategic Innovation Through Design*. Harlow: Pearson. Chapter 10. pp 213-236.
- Oliver, N. (2001) 'Benchmarking'. *International Encyclopaedia of Business and Management*. London: International Thompson Business Press, pp 472-477.
- Oliver, N. (2001) 'Japanization'. *International Encyclopaedia of Business and Management*. London: International Thompson Business Press, pp 3538-3544.
- Oliver, N. (2001) 'Womack and Jones'. *International Encyclopaedia of Business and Management*. London: International Thompson Business Press, pp 6780-6786.
- Oliver, N. (2005) 'Benchmarking'. *The Blackwell Encyclopaedia of Management, Vol X, Operations Management*. Oxford: Blackwell Publishing, pp 8-13.
- Oliver, N. and Holweg, M. 'Brand or Bland? (2006) *The Manufacturing Engineer*, June-July, pp18-23.
- Olcott, G. and Oliver, N. (2011) 'Japan's tsunami supply chain comeback'. *Financial Times*, 1 August 2011.
- Oliver, N, Brown, A. and Lewis, M. (2014) 'Business school deans: Leadership in a complex, multi-stakeholder environment'. In: *Building the Leadership Capacity of UK Business Schools*, pp. 21 - 24, London: Association of Business Schools.

### 3.5 Working Papers & Special Interest Reports

- Oliver, N. (1987) *The Evolution of Recycles Ltd*. CRU Monograph No. 9, Open University.
- Oliver, N. and Wilkinson, B. (1988) *Manufacturing and Personnel Strategy in Western and Japanese-Owned Companies in Britain*. *Japanese Management Research Unit Working Paper No. 1*, Cardiff Business School, Cardiff.
- Gleave, S. and Oliver, N. (1990). 'The management of human resources in Japanese manufacturing companies in the UK: The cases of Hoya, Komatsu, Matsushita, Mazak and Takiron'. *Japanese Management Research Unit Working Paper No. 9*, Cardiff Business School, Cardiff.
- Evans, M. and Oliver, N. (1992) *Applicant and graduate perceptions of service in a UK business school*. SIMRU Working Paper Vol 2, No 6. ISBN 0 902 810 057.
- Oliver, N. (1993) *Making it in Britain? Japanese Manufacturers in the UK in the 1990s*. Cambridge: Judge Institute Working Paper 1992-93 No 15.
- Oliver, N. and Hunter, G. (1994) *The Financial Impact of Japanese Production Methods in UK Companies*. Cambridge: Judge Institute Working Paper 1993-94 No 24.
- Oliver, N., Dewberry, E., Nilson, P., and Shamir, T. (1997) *Connecting Product to Process: The Design and Development processes of Companies with Class-Leading Products*. Cambridge: Judge Institute Working Paper No 33/97.
- Oliver, N. (1998) *Rational Choice or Leap of Faith? The Creation and Defence of a Management Orthodoxy*. Cambridge: Judge Institute Working Paper No 7/98.
- Oliver, N., Dewberry, E. and Dostaler, I. (2000) *Developing Consumer Electronics Products: Practice and Performance in the UK, Japan and North America*. Cambridge: Judge Institute.



Haake, S. Moore, C. and Oliver, N. (2000) *Recipes for Success - Product Development Benchmarks in the UK and German Food Industries*. Cambridge: Judge Institute.

Oliver, N. Delbridge, R. and Barton, H. (2002) *Lean Production and Manufacturing Performance Improvement in Japan, the UK and US 1994-2001*. Cambridge: Centre for Business Research.

Bates, H, Holweg, M., Lewis, M., and Oliver, N. (2004) *Motor Vehicle Recalls: Trends, Patterns and Emerging Issues*. Cambridge: Centre for Business Research.

Holweg, M. and Oliver, N (2005) *Who Killed MG Rover?* Cambridge-MIT Centre for Competitiveness and Innovation Special Report, Judge Institute, Cambridge.

Olcott, G. and Oliver, N. (2006) *Capturing Value from Front Line Innovation: Oracle's Innovation Network*. Cambridge-MIT Centre for Competitiveness and Innovation Special Report, Judge Business School, Cambridge.

Holweg, M. and Oliver, N (2011) *Who Killed Saab Automobile?* University of Edinburgh/ Cambridge Judge Business School Special Interest report, Edinburgh and Cambridge. (2,500+ downloads and readers in the three weeks following release).

### 3.6 Conference Papers

Oliver, N. 'Commitment in a large workers' co-operative'. Paper presented to the annual conference of the British Psychological Society (Occupational Psychology Section), Sheffield, January, 1985.

Fortune, J. and Oliver, N. 'Commitment and Motivation to Quality' Paper presented to the UK Production/operations Management Group workshop on quality assurance. Leeds, 1985.

Oliver, N. 'Commitment and Work Values in Co-operatives'. Paper presented to the *National Conference on Worker Co-operatives*, London, September, 1986.

Wilkinson, B. and Oliver, N. 'Japanese Influences on British Industrial Culture'. Paper presented to the APROS conference on *Firms, Management and Economic Cultures*. Hong Kong School of Business, University of Hong Kong, 6-8 April 1988.

Oliver, N. and Wilkinson, B. 'Contemporary Industrial Change: Implications of the Japanization of British Industry'. Presented to the conference on *Industrial Change in Declining Areas*, Sunderland Polytechnic, 14-16 April 1988.

Oliver, N. and Thomas, A. 'Ownership, Commitment and Control: The Case of Producer Co-operatives'. Presented to the conference on *New Forms of Ownership*, Cardiff, 1988.

Turnbull, P., Oliver, N. and Wilkinson, B. 'JIT, and TQC: Implications for information systems'. Presented to the conference on *Cars, Chips and Profit*, Leicester Polytechnic, 18 April, 1989

Oliver, N. 'Just-in-time: the new religion of Western manufacturing'. Paper presented to the *British Academy of Management Annual Conference*, Glasgow, 9-11 September, 1990.

Lowe, J. and Oliver, N. 'New-look employee relations: the view from the inside'. Paper presented to the conference on *Employee Relations in the Enterprise Culture*, Cardiff, 18-19 September, 1990.

Davies, A., Kirkpatrick, I. and Oliver, N. 'Mapping corporate cultures: an application and evaluation of a rules-based approach'. Paper presented to the conference on *The Challenge of Change*, Cardiff, 9-10 September 1992.

Oliver, N. 'The lean enterprise project'. Presentation to the *Manufacturing and Performance Measurement Workshop*, Churchill College, Cambridge, 5 May 1993.

Oliver, N., Delbridge, R., Jones, D. and Lowe, J. 'World class manufacturing: further evidence in the lean production debate'. *British Academy of Management Conference*, Milton Keynes, 20-22 September 1993.

Oliver, N. and Hunter, G. 'The financial impact of Japanese production methods in UK companies'. *British Academy of Management Conference*, Lancaster, 12-14 September 1994.

Delbridge, R., Lowe, J. and Oliver, N. 'Economics rules OK? Continuity and change under global competition. *13th Annual Labour Process Conference*, Manchester, March 1995.

Oliver, N., Delbridge, R. and Lowe, J. 'The European autocomponents industry: manufacturing performance, practice and context'. *EurOMA Conference*, University of Twente, Holland, 28-31 May 1995.

Oliver, N. and Hunter, G. 'The financial impact of advanced manufacturing methods: is the difference measurable?'. *EurOMA Conference*, University of Twente, Holland, 28-31 May 1995.

Oliver, N., Delbridge, R. and Lowe, J. 'Lean production practices and manufacturing performance: international comparisons in the auto components industry'. *British Academy of Management Annual Conference*, Sheffield, 11-13 September 1995.

Oliver, N., Gardiner, G. and Mills, J. 'Design and development benchmarking: 18 projects in the electronics industry'. *Second International Conference on Product Development*, INSEAD, France 15-16 April 1996.

Oliver, N., Gardiner, G. and Mills, J. 'Benchmarking product design and development'. *EurOMA Conference*, London, 3-4 June 1996.

Blakeborough, M. and Oliver, N. 'Multi-Firm New Product Development'. *EIASM Conference on New Product Development*, Stockholm School of Economics, Stockholm, 26-27 May 1997.

Oliver, N. and Blakeborough, M. 'The Multi-Firm New Product Development Process'. *Innovation, Co-operation and Economic Progress Conference*, Robinson College, Cambridge, 4 June 1997.

Oliver, N., Dewberry, E., Nilson, P., and Shamir, T., 'Product development processes in companies with class-leading products', *Fifth International Product Development Management Conference*, Como, Italy, 25-26 May 1998.

Oliver, N., Delbridge, R., and Lowe, J., 'Managing automotive manufacturing operations in China'. *Fifth International Conference of the European Operations Management Association*, Dublin, Ireland, 14-17 June 1998.

Oliver, N., Delbridge, R., and Lowe, J., 'Automotive manufacturing in China'. *Academy of Management Meeting*, San Diego, California, 9-12 August 1998.

Oliver, N. and Delbridge, R., 'Benchmarking manufacturing performance and practice in auto supply networks', *EurOMA Conference*, Venice, 7-8 June 1999.

Oliver, N., McCormack, U., and Anderson, J., 'Innovation networks for New Product Development in two contrasting sectors', *EurOMA Conference*, Venice, 7-8 June 1999.

Oliver, N., Dewberry, E., Dostaler, I., 'New product development performance and practice: An international benchmarking study in the consumer electronics industry', *EIASM 6<sup>th</sup> International Product Development Conference*, Cambridge, July 1999.

Oliver, N., and Anderson, J., 'Issues in new product development in the auto industry: A view from the components suppliers', *EIASM 6<sup>th</sup> International Product Development Conference*, Cambridge, July 1999.

Oliver N., and McCormack, U., 'Networked new product development in the biomedical industry: An organizational perspective', *EIASM 6<sup>th</sup> International Product Development Conference*, Cambridge, July 1999.

Oliver, N. and Delbridge, R. 'Empowerment and High Performance Work Systems'. *Organizations Looking Ahead*, Brisbane, November 1999.

Haake, S., Oliver, N., and Moore, C., 'Product Innovation in a Mature and Domestically Oriented Industry: The UK and German Food Manufacturing Industries'. *EIASM 7<sup>th</sup> International Product Development Conference*, Leuven, May 2000.

Oliver, N, Ikeda, M., Nakagawa, Y and Primost, D. 'Operations' Responses to Competitive Challenges: The Japanese Automotive Industry'. *EurOMA Conference*, Ghent, June 2000.

Primost, D., Oliver, N. and Kitson, M. 'The Impact of Exchange Rates on Operations: the case of the UK automotive components industry'. *EurOMA Conference*, Copenhagen, June 2002.

Oliver, N., Delbridge, R. and Barton, H. 'Lean Production and Manufacturing Performance Improvement in Japan, the UK and US 1994-2001'. *EurOMA Conference*, Copenhagen, June 2002.

Haake, S. and Oliver, N. 'Strategic Decision Making, Product Development and the problem of de-coupling'. *EIASM 9<sup>th</sup> International Product Development Conference*, Sophia Antipolis, May 2002.

Oliver, N., Ikeda, M., Nakagawa, Y. and Primost, D. 'Product Development Performance in context: the UK and Japanese Auto Industries'. *EIASM 9<sup>th</sup> International Product Development Conference*, Sophia Antipolis, May 2002.

Oliver, N and Primost, D. 'Recent Product Development Performance in the Japanese and UK Auto Industries. *EurOMA Conference*, Como, 16-18 June 2003.

Primost, D and Oliver, N. 'Does Lean Production Enhance Financial Performance? The Case of UK Automotive Components Plants'. *EurOMA Conference*, Como, 16-18 June 2003.

Bates, H, Holweg, M., Lewis, M., and Oliver, N. 'Motor Vehicle Safety Recalls: Trends, Patterns and Emerging Issues'. *EurOMA Conference*, Fontainebleau, June 2004.

Bates, H, Holweg, M., Lewis, M., and Oliver, N. 'Better, faster Sooner - or Simply Rush-to-Market?' *IMVP Sponsors' Meeting*, Cambridge UK, October 2004.

Oliver, N., Bates, H, Holweg, M., and Lewis, M. 'Motor Vehicle Recalls: An example of product development process failure?' *EIASM 12<sup>th</sup> International Product Development Conference*, Copenhagen, June 2005.

Oliver, N. and Runde, J. 'Creating Cross-Disciplinary Graduate Programmes in a Traditional Educational Environment'. *EIASM 2<sup>nd</sup> Workshop on the Process of Reform of University Systems*, Venice, May 2006.

Oliver, N., Holweg, M. and Carver, M. 'The Death of a Car Company'. *EurOMA Conference*, Glasgow, June 2006.

Schab, L. and Oliver, N. 'New Product Development Trade-Offs: An Exploratory Investigation'. *EIASM 13<sup>th</sup> International Product Development Conference*, Milan, June 2006.

Olcott, G. and Oliver, N. 'From 'Closed' to 'Open' Innovation in Software Development'. *EIASM 13<sup>th</sup> International Product Development Conference*, Milan, June 2006.

Olcott, G. and Oliver, N. 'The Impact of Foreign Ownership on Gender and Employment Relations in Japan'. *AIB Conference*, Edinburgh, 15-16th April 2011.

Cuckow, N. and Oliver, N, (2011) 'Changing Patterns of Leanness: Stock Turns in the Japanese and Western Auto Industries 1975-2008' (with N Cuckow). *18th EurOMA Conference*, Cambridge UK, 3-6 July 2011.

Olcott, G. and Oliver, N, (2013) 'Japanese supply chain recovery from the March 2011 earthquake: Lessons for resilience'. *20th EurOMA Conference*, Dublin, 7-11 June 2013.

Oliver, N., Calvard, T. and Potocnik, K. (2015) 'Control of operations in extreme conditions: Lessons from Air France 447'. *22nd EurOMA Conference*, Neuchatel, 27-29 June 2015.

#### **4. Leisure Interests**

Sailing, windsurfing, mountain biking, motorcycling, skiing, hill walking, canoeing.

- ends -