

The Human Side of Managing Technological Innovation: A Collection of Readings, 2004, 731 pages, Ralph Katz, 0195135318, 9780195135312, Oxford University Press, 2004

Organisations competing in today's rapidly changing technological markets are faced with the challenges of 'dualism'-- operating efficiently in the present while innovating effectively for the future. Managers and leaders within these organisations not only have to focus on current market success and profitability, but they must also introduce the next generation of technical advances, product attributes, or service features that will sustain and even augment their continuing global competitiveness. The Human Side of Managing Technological Innovation 2e provides a variety of approaches and perspectives on issues critical to the effective leadership of technical professionals and cross-functional teams throughout the innovation process. The second edition has been updated throughout and features more than twenty articles new to this edition. The articles feature researchers and practitioners who present their thoughts and ideas about the complex interplay between the specialised knowledge and skills of creative professionals and the realistic pressures and constraints required by successful business organisations. The text is organised into seven sections that cover such topics as: motivating professionals, measuring productivity, organising and leading cross-functional development teams, enhancing creativity and decision-making, developing human resource capabilities, building and maintaining innovative climates, managing lead users for new product innovation, and using technology as a strategic resource. The Human Side of Managing Technological Innovation 2ed, provides a unique collection of articles that increase the sensitivity and understanding of individuals who are managing or influencing innovation and change processes within organisations. It also offers practising managers and staff professionals new ideas, tools, and insights for problem-solving, organising, and functioning more effectively. Provides a comprehensive and insightful picture of the issues critical to effective management throughout the innovation process. Covers a broad range of topics incorporated into seven key sections. Ideal for advanced undergraduate and graduate courses that focus on how organisational managers, project teams, or individual professionals deal with problems related to the management of technology. Contents: I: The Motivation and Leadership of Technical Professionals The Motivation of Professionals (Chapters 1-3) The Management of Creativity in Organizations (Chapters 4-7) The Transition for Technical Specialist to Managerial Leader (Chapters 8-10) II: The Management of Innovative Groups and Project Teams The Management of High-Performing Technical Teams (Chapters 11-13) The Management of Cross-Functional Groups and Project Teams (Chapters 14-15) Managing Organizational Roles and Structures in Project Groups (Chapters 16-18) III: Leadership Roles in the Innovation Process Formal Problem-Solving Roles in Leading Innovation (Chapters 19-21) Informal Critical Roles in Leading Innovation (Chapters 22-24) IV: Managing Knowledge Work Within Innovative Organizations Managing Technical Communications and Technology Transfer (Chapters 25-28) Managing Performance and Productivity in Technical Groups and Organizational Settings (Chapters 29-32) V: Managing Innovative Climates in Organizations Creating Innovative Climates (Chapters 33-36) Maintaining Innovative Climates (Chapters 37-40) VI: The Management of Organizational Processes for Innovation Decision-Making Processes (Chapters 41-43) Organizational Practices, Policies, and Rewards (Chapters 44-46) Managing Across Functions for Rapid Product Development (Chapters 47-49) VII: Managing the Innovation Process in Organizations Managing the Cross-Functional Relationships to Enhance New Product Development (Chapters 50-52) Managing User Innovation for New Product Development (Chapters 53-54) Organizational Frameworks for Innovation and New Product Development (Chapters 55-58) Index

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