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Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Ways to Successful Strategies in Drug Research and Development; Contents; I Introduction; A Characterization of the pharmaceutical market; B Driving forces for the future; C Controls on pricing; D Control on utilization; E Perspectives; II The ethical background; A Definition of ethics; 1 Moral responsibility; 2 Moral values and rules; B Changes in moral values; 1 Social changes in understanding; 2 Social discourse, public opinion and pressures; 3 The role of science; C Ethical goals; 1 Health care; 2 Research for new drugs; Selection of the R&D project; Human rights; 3 Setting of priorities 4 Responsibility of social partnersIII The research and development project; A The process of research and development; B The innovation process; C The evaluation of a project; 1 Pharmacological profile; 2 Medical needs; 3 Market and turnover potential; 4 Risk factors; 5 Activities and expenses up till launch and post-launch; 6 Estimated success of marketing; 7 Variability and accuracy of project evaluation; D The comparison of the company's own projects; 1 Innovation and expertise; 2 Turnover potential, costs and overall risks; 3 Development

time and market position

E The selection of main R&D areas, goals and strategies  
1 SWOT analysis; 2 Selection of main R&D area; 3 Definition of goals; 4 Formulation of strategies; IV Measures to reduce risks; A Choice of technology; B Reinforced selection of research projects; C Designation of multiple goals and partnerships; V Project management; A Historical context; B Organizational theories; 1 Organization structure; 2 Life cycle models and growth; 3 Technology transfer and communication; 4 Creative group problem solving; VI Corporate and technology strategy; A Technology strategy; B Technology strategy vectors  
1 Magnitude 2 Direction; C Technology strategy archetypes; VII Leadership and management; A Leadership theories; B What is leadership and management in R&D?; C Leadership and structure; D The matrix challenges; 1 Coexistence of vertical and lateral structures; 2 Performance evaluation; The project manager; Individual team members; The team; Functional and discipline heads; The head of project management; E Characteristics of the good leader; VIII Managing for innovation; A Motivation; 1 Motivation theories; 2 Basic conditions for motivation in R&D; 3 Matching motivational needs to the job  
Three work-related needs  
Expression of motivational needs; 4 The motivated and creative R&D organization; B Culture; 1 The outer level: manifestations; 2 Below the surface: justification; 3 At the heart of culture: core ideology; 4 Culture and creativity; C Organizational system; 1 Recruitment; 2 Performance appraisal and reward systems; 3 Decision-making and approval systems; 4 Information systems; D Organizational structures and activities; IX The social and political bearings on innovation; A Background; B Constraining pressures; C Economic constraints; D The role of the industry  
X Ethical obligations

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## Sommario/riassunto

Strategic planning is a critical subject, central to the success of any scientific and economical enterprise. Not only is the scientific knowledge of many persons needed, but also an assessment of what may occur in the future - which approach may be competitive, which option can be achieved, and how can this be accomplished. With a focus on the various ethical obligations to patients, animals and the environment, this book offers hands-on help on how to develop successful R&D strategies, taking special account of the needs of scientists and managers in the pharmaceutical industry. Key t

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