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Schemes; 2.1.3 Training and Development; 2.1.4 Reward; 2.1.5 Disciplinary Action and Trade Union Representation; 2.1.6 Career Development; 2.1.7 Succession Planning; 3 The R&D Team Manager 3.1 Managerial Skills and Leadership 3.2 Managing Creative Groups; 3.3 Managing Your Own Career; Section B: Organising for an Innovative Environment; 1 The Structural Components of an R&D Organisation; 1.1 Organisational Environments for R&D; 1.1.1 The Functional Organisation; 1.1.1.1 Corporate R&D; 1.1.1.2 New Business Venture Groups; 1.1.2 The Strategic Business Unit; 1.1.3 The R&D Contractor; 1.1.4 The Matrix; 1.1.5 Organisational Comparisons; 1.2 The Internal Organisation of R&D; 1.2.1 R&D Work Groups; 1.2.2 Technical Management of Work Groups; 1.3 Global R&D; 1.4 Outsourcing R&D 1.4.1 The One Stop Shop - Super CROs 1.4.2 The Virtual R&D Company; 2 The Provision of the Appropriate Support; 2.1 Analytical Services; 2.2 Intellectual Property; 2.3 Information and Library Services; 2.4 IT and Telecommunications; 2.4.1 R&D Office Technology; 2.5 Health, Safety and Environment; 2.6 Toxicology; 2.7 Chemical and Equipment Supplies; 2.8 Engineering and Buildings Maintenance; 2.9 Laboratory Automation; 2.9.1 The Analytical Laboratory; 2.9.2 The Synthesis Laboratory; 2.9.2.1 Synthetic Automation Specification; 2.9.2.2 System Integration and Throughput 2.9.2.3 Lessons for Management 2.9.2.4 Microscale Experimentation; 3 A Financially Sound, Healthy, Safe and Quality Environment; 3.1 Financial Control; 3.1.1 Budgets; 3.1.2 Plans; 3.1.2.1 Personnel Costs; 3.1.2.2 Capital Costs; 3.1.3 Cost Control and Monitoring; 3.2 Health and Safety; 3.2.1 Legal Background; 3.2.2 Management of Health and Safety; 3.2.2.1 Risk Assessment; 3.2.2.2 Performance Standards and Indicators; 3.2.2.3 Monitoring, Audit and Review; 3.3 Regulatory Affairs; 3.3.1 Definitions of Terms; 3.3.2 Quality Management Systems; 3.3.2.1 The Quality Manager 3.3.2.2 Good Laboratory Practice (GLP)

## Sommario/riassunto

A guide for younger R&D chemists as to how they can quickly evolve skills built around three factors -- people, knowledge and time. It covers the management of scientific personnel, management within a variety of R & D organizational structures, creating a climate of innovation, the management of projects including the time management and communication aspects of the job. As such, it teaches the vital managerial aspects of scientific jobs in industry, which are not taught at university, providing a deep and detailed insight into the intricacies of managing research. The text is divided neat