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E The selection of main R&D areas, goals and strategies1 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 Magnitude2 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 needsExpression 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

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