Contents

Foreword Acknowledgments Author		ix xiii xv
1	Perspectives and Networks The Enterprise Planning Perspective Operational Networks	1 1 5
2	Measures of the Research Manager ELM Space Leading Creative Employees Managing Organizational Change	9 12 16
3	The Research Environment What is Research? Trends in Research Funding The R&D Life Cycle Your World as an R&D Manager	19 19 21 22 23
4	Strategy, Forecasting, and Technological Risk Characteristics of a Business Strategy Enterprise Risk Management Technological Forecasting	27 27 29 31
5	Introduction to Strategic Planning Preparing to Craft the Content of the Plan Phase 1—Gathering and Assessing Information Corporate Strategies and Positioning Crafting the Plan Document Resource Planning for Implementation Information Systems	37 38 42 44 46 48
6	Financial Management Basic Accounting Definitions Tools for Financial Management	49 50 52

	Costs as a Decision-Making Tool A Manager's Responsibility	55 56
7	The Business Plan Business Opportunity You Have a Great Idea, but How Do You Plan to Make Money? Writing the Business Plan Why Do Plans Fail?	59 61 63 64 67
8	Management Communication Skills Technical Writing General Comments about Style Major Formal Writing Projects—The CDR Management of Meetings Negotiations (in Brief) Investigation for Managers The Manager as Judge	69 70 72 76 77 80 80
9	Marketing Scientific Organizations Marketing for Sales: Identifying a Product Line Marketing for Sales: Positioning Products Strategic Marketing	83 83 86 88
10	Research Ethics Ethical Issues of Scientific Research Conflicts of Interest Institutional Ethics	91 93 96 96
11	Workforce Management Building Your Workforce Strategically Hiring the Best Succession Planning Salary Management	99 101 103 106
12	Managing Operating Risks Controlling Risks during Execution	111 111
13	Structures and Governance Organizational Structures Institutional Governance	117 118 122

		Contents vi
14	Technology-Transfer Case Study KYMA Case Study Keys for Lasting Success of Technology Transfer	125 126 128
	Strategic Partners and Allies	129
15	Recommended Resources	131
Ind	ex	135