READINGS IN THE MANAGEMENT OF INNOVATION

Michael L. Tushman William L. Moore

Columbia University
Graduate School of Business

	TECHNISCHE HOCHSCHÜLE DARMSTADT
	Fachbereich 1
	Gesamtbibliothek
	Betriebswirtschaft s lehre
	Inventar-Nr. : 35, 193
1	Abstell-Nr. : $A31/171$
1	Sachaphioto
	1,8.7.1
	220.05700

Pitman

Boston · London · Melbourne · Toronto

Table of Contents

Preface	
Introduction The Problem and Managerial Challenge	1
A Drastic New Loss of Competitive Strength Business Week	3
Managing Our Way to Economic Decline Hayes, R.H. & Abernathy, W.J.	11
SECTION I INNOVATION OVER TIME	27
Chapter 1 The Innovation Process	29
Innovation in Industry and the Diffusion of Technology Utterback, J.M.	29
The Anatomy of Successful Innovations Marquis, D.G.	42
Product Development: New Approaches in the 1980s Sommers, W. P. (Booz-Allen & Hamilton)	51
Transferring Research Results to Operations <i>Quinn, J.B. & Mueller, J.A.</i>	60
Gunfire at Sea: A Case Study of Innovation Morison, E.	84
Chapter 2 Innovation Over Time	97
Patterns of Industrial Innovation Abernathy, W.J. & Utterback, J.M.	97

Limits of the Learning Curve Abernathy, W.J. & Wayne, K.	109
Changes in Consumer Behavior Over the Product Life Cy Howard, J.A. & Moore, W.L.	/cle 122
Managing Innovation Over the Product Life Cycle <i>Moore, W.L. & Tushman, M.L.</i>	131
SECTION II ORGANIZATION AND INNOVATION: BASIC PROCESSES AND MODELS	151
Chapter 3 Models of Organizing and Organizational Change	153
O A Model for Diagnosing Organizational Behavior Nadler, D.A. & Tushman, M.L.	153
 Organizational Passages—Diagnosing and Treating Lifec Problems of Organizations Adizes, I. 	ycle 169
Managing Strategic Change Quinn, J.B.	188
Chapter 4 Basic Organizational Processes	207
 Commitment is too Easy! Salancik, G.R. 	207
Who Gets Power—And How They Hold on to It: A Strategic-Contingency Model of Power Salancik, G.R. & Pfeffer, J.	223
Implications of Political Models of Organization Tushman, M.L. & Nadler, D.A.	240
SECTION III SETTING STRATEGY AND DIRECTION FOR INNOVATION	N 251
Chapter 5 Business Unit Strategy	253
A Strategic Perspective on Product Planning Day, G.S.	253
Corporate Strategy and Technological Policy Maidique, M.A. & Patch, P.	273
Managing Technological Change: A Box of Cigars for Brad Gluck F.W. & Foster, R.N.	286

Chapter 6 Technological Forecasting and Strategy	299
Environmental Analysis and Forecasting Utterback, J.M.	299
Qualitative Approaches to Forecasting Wheelwright, S. & Makridakis, S.	311
Strategic Responses to Technological Threats Cooper, A.C. & Schendel, D.	325
SECTION IV MANAGING AND INTEGRATING FUNCTIONAL AREAS	335
Chapter 7 ' Research and Development	337
The Technical Supervisor: Beyond the Peter Principle Farris, G.F.	337
Managing Communication Networks in R&D Laboratories Tushman, M.L.	349
 Work Goals of Scientists and Engineers Ritti, R. 	363
Revamping the Dual Ladder at General Mills Wolff, M. F.	376
Chapter 8 Marketing	383
The Dimensions of New Product Planning Pessemier, E.A. & Root, H.P.	383
Market-Based Guidelines for Design of Industrial Products: A New Application of Conjoint Analysis to Scientific and Technical Information (STI) Services Wind, Y., Grashof, J.F. & Goldhar, J.D.	394
Successful Industrial Products from Customer Ideas von Hippel, E.	409
Forecasting Sales Prior to Test Market Tauber, E.M.	424
How Market Research Discourages Major Innovation <i>Tauber, E.M.</i>	431
Chapter 9 Manufacturing	437
The Focused Factory Skinner W	437

How Should You Organize Manufacturing? Hayes, R.H. & Schmenner, R.W.	448
Technology and the Manager Skinner, W.	464
Chapter 10 Integration	477
 Organization Design: A Situational Perspective Lorsch, J.W. 	477
The Project Manager: Organizational Metronome Sayles, L. and Chandler, M.	489
The Human Side of the Matrix Lawrence, P.R., Kolodny, H.F. & Davis, S.M.	504
Japanese Management Practices and Productivity Hatvany, N. & Pucik, V.	520
SECTION V INTERNAL CORPORATE VENTURING	535
Chapter 11 Internal Corporate Venturing	537
The Risky Business of Diversification Biggadike, R.	537
Technological Innovation, Entrepreneurship, and Strategy <i>Quinn, J.B.</i>	549
Entrepreneurs, Champions, and Technological Innovation <i>Maidique, M.A.</i>	າ 562
Managing New Technical Ventures Roberts, E.B.	582
SECTION VI GOVERNMENTAL INFLUENCE ON INNOVATION	593
Chapter 12 Governmental Influence on Innovation	595
Government Programs and the Growth of High-Technologindustries Schnee, J.E.	99 y 595
Government and the Innovation Process Hollomon, J.H. & Members of the Center for Policy	612

Table of Contents

Technology and Economic Growth: The Case of Japan Peck, M.J. & Goto, A.	626
Appendix	642
Index	645