## TABLE OF CONTENTS

	List of Figures	ix
	List of Tables	
	Abbreviations	xiii
	Acknowledgments	xv
Chapter 1	Technological Innovation Today:	
	Old Wine in New Bottles?	1
	Research on Technological Innovation	5
	Research on Project Management, Teams, and Small Groups	13
	Formal and Informal Structural Effects at the Team and Project Levels	21
	The Organization of the Book	23
Chapter 2	Success in Technically Innovative Projects:	
	Four Critical Factors	25
	The Setting	25
	Critical Project Success Factors at Global East's R&D Lab	27
	The Effect of the Four Critical Success Factors:	, -
	Separate or Together?	46

Chapter 3	Beyond the Formal and Informal Divide		
	The Formal Structure at Global East		
	The Informal Structure at Global East		
	Project Design for R&D Success		
	The Effects of Interweaving the Formal and Informal Structures		
	The Glue	That Holds the System Together	72
Chapter 4	Illustration	ns from the Field:	
	Three Cases of Success and Failure		
	The History of Project Delta		
	The History of Project Alpha		
	The History of Project Beta		
Chapter 5	The Lessons of Success		102
	A Summary of the Lessons		102
	The Limitations to the Lessons		105
	The Implications of the Lessons		108
	Appendix 1	Summary of the Projects	129
	Appendix 2	Applying Qualitative and Quantitative	
		Methodologies to the Study of Technical Projects	131
	Notes		153
	References		157
	Index		175