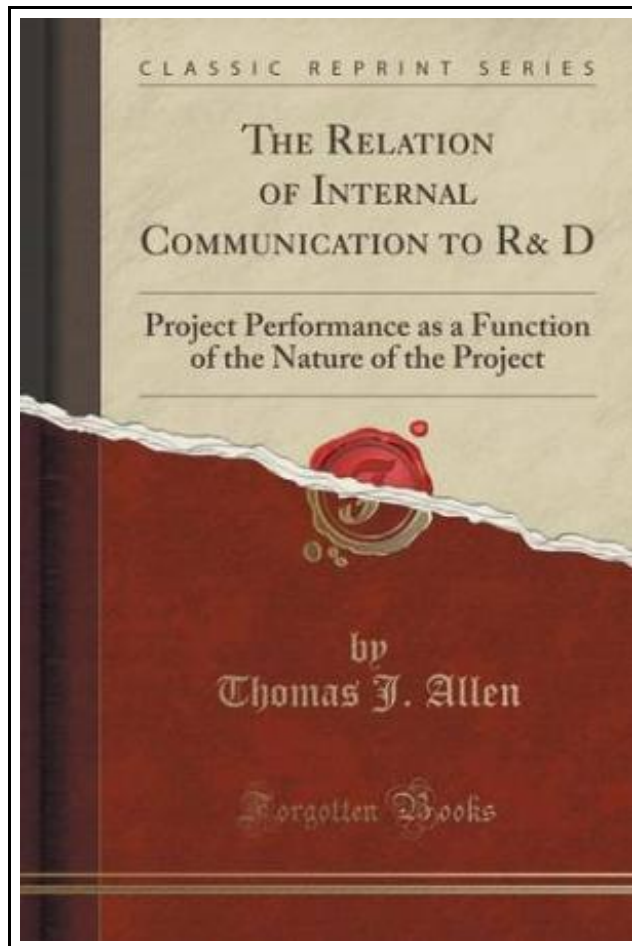


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Forgotten Books, United States, 2015. Paperback. Book Condition: New. 229 x 152 mm. Language: English . Brand New Book \*\*\*\*\* Print on Demand \*\*\*\*\*.Excerpt from The Relation of Internal Communication to R D: Project Performance as a Function of the Nature of the Project Numerous research studies have shown the importance of communication in Rd organizations. The evidence strongly suggests that internal communication is positively related to RD project performance (Allen, 1964; 1977; Baker et al, 1967; Goldhar, et al, 1976), all supporting the proposition that the best source of information for an RD engineer is a colleague within his own organization. Good internal communication, therefore, assumes a paramount importance for the management of an RD organization. Other studies (Allen, et al, 1977; Dewhirst, et al, 1978; Hagstrom, 1965) have shown the relation between project performance and communication outside of the laboratory to be a function of whether the project involves research, development or technical service activities. In fact, the relation shifts from a positive to a negative one, depending on the nature of the project. While a strong, positive relationship between performance and external communication was found for research scientists and engineers, the relationship between performance and direct external contacts was negative for engineers who worked on product or process development projects. For these technology-oriented engineers, information was imported into the organization via a two-step process through a small number of specific individuals; i.e. the technological gatekeeper phenomenon as identified by Allen and Cohen (1969). Given these results, it is logical to inquire further how the nature of a projects task might affect the relative importance of internal communication. Along the spectrum of Rd activities in technology, different RD functions have very different job requirements. Research tasks are aimed at a generation of new knowledge, whereas development tasks have as their...



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