SATM Highlights by James Tietjen

Since 1991, SATM has offered business and government organizations a dynamic opportunity to work with peers, and with Stevens faculty, to identify and implement more effective practices for managing the technology function. Our corporate and government sponsors have included AT&T, AlliedSignal, Bellcore, GTECH, Englehard, CPC International, IBM, Exxon Research & Engineering, Merck, the U.S. Army Armament Research, Development, and Engineering Center, and Lucent Technologies.

The Alliance conducts a variety of programs to identify "best practices" for managing research, development and engineering. These programs include research activities, "roundtable" discussions, formal symposia, and unique educational programs.

SATM disseminates this management information to its Sponsors and Affiliates and facilitates its utilization. Equally important, through its activities, the Alliance provides a forum for the exchange of ideas, experiences, and practices among members. The diversity of partners and their differing perspectives and disciplines ensures that fundamental issues are addressed and innovative solutions developed. SATM combines the university's competencies in organizational behavior, management research, technology management, and education with the capabilities of its participating sponsors in product development and technology transfer. The result is a multi-disciplinary approach to enhancing R&D productivity and the accelerated application of technological creativity.

Among its recent accomplishments, SATM has completed a comprehensive report on practices that improve an organization's capacity for sustaining high rates of innovation. The study, based on detailed interviews with 14 pre-eminent companies, has yielded a behavioral model of the innovation process. It identifies the critical behaviors manifested by research and development employees of highly innovative companies, and identifies the managerial and organizational practices that encourage these behaviors.

The Alliance's formal symposia and informal "roundtable" meetings have facilitated the exchange of information among participants with respect to a broad range of issues in the management of technology. Past symposia topics have included: Metrics in R,D, & E; Project Selection; Statistical Tools; New Paradigms in R,D, & E; and most recently, the Front-End of the Product Development Process.
Roundtable discussions have expanded the knowledge on symposia issues and many others. Over the past several years, the Alliance has conducted over 20 such sessions on such topics as: Technology Strategic Planning;Performance Measures for R,D, & E; Teaming and Team Reward Systems, Doing More with Fewer Resources in R,D,& E; Leveraging Technology with University, Government, and Other Companies.

SATM has developed a unique Master of Technology Management (MTM) degree with extensive input and assistance of the membership. This is in contrast to more traditional Management of Technology programs that simply combine elements of existing MBA activities with those of existing engineering courses. The result is a powerful new degree program that is highly customer-driven and consists of a collection of new courses that effectively integrates both business and technology topics to enable graduates to manage technology for the success of their business units.

The capabilities of these graduates have been heralded by their employers and cited by the graduates as an outstanding factor in the development of their careers. As one graduate stated, " The MTM degree was a way of making sure my science and technology expertise was relevant to my company and I was able to communicate the relevance to other people".

In summary, the SATM offers its members a spectrum of opportunities to learn and to improve their methods of managing technology for the benefit of their individual businesses. The shared knowledge derived from this activity enhances the competitiveness of each company involved in the program. Hopefully, our newest publication will add to our ability to provide you with the latest information on how to best manage technology into the next millennium.

Dr. James Tietjen is the Dean of the Wesley J. Howe School of Technology Management.

Upcoming Conference

The Alliance's Management Technology Transfer Council is announcing its next full day conference on **Wednesday June 11, 1997**. By popular request, the subject for this session is "Project Management: The State-of-the-Art". The keynote speaker will be Dr. Aaron Shenhar, Professor of Management of Stevens Institute of Technology.