



Beyond the Boundary: Managing External Relationships in New Product Teams (Classic Reprint) (Hardback)

By Deborah L Gladstein

Forgotten Books, 2017. Hardback. Condition: New. Language: English . Brand New Book ***** Print on Demand *****. Excerpt from Beyond the Boundary: Managing External Relationships in New Product Teams It is unfortunate that, at the very time research on group process is on the wane, the use of groups in organizations is increasing (Goodstein Dovico, 1979). Tasks that once were performed by individuals are assigned increasingly to groups, because the tasks are complex, and producing results requires combining information and expertise from diverse sources. The group literature that does exist focuses primarily on internal group processes such as decision making and problem solving, on groups engaged in simple tasks, and on cross-sectional data. This orientation does not fit the reality of organizational task groups, managing external as well as internal processes, that is the focus of this paper. The basic assertion of this paper is that the management of external relationships (henceforth called boundary management) is a critical predictor of team effectiveness. This is particularly true of a team that must engage in exchange relationships with many other actors both inside and outside the organization, in order to obtain information and resources (Spread, 1984). Boundary management is essential for a...



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