



## Chapter 017, Project Management of Innovative Teams

*Michael D. Mumford*

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NOTE: This is a single chapter excerpted from the book *Handbook of Organizational Creativity*, made available for individual purchase. Additional chapters, as well as the entire book, may be purchased separately.

This chapter intends to outline fundamental project management concepts, and then to tie these to relevant psychological and organizational research. In many organizations, innovation occurs in teams working within project management structures. A design team working internally to NASA was tasked with producing software to support the reporting, tracking, and correcting problems with space flight hardware. As with most large organizations, NASA required project management principles be met. Although this software design was conducted in a flexible, fast-paced, and iterative manner, clear requirements, schedules, and risks were identified and managed for the life of the project. Creativity is generally defined as a person, process, product, or environment that expresses or enables both usefulness (appropriateness or correctness) and originality/novelty. Innovation additionally includes the elements of relative rather than absolute novelty, intentional benefit to an individual, group, organization, or to wider society, and the application or implementation of the creative idea. Although there is academic research on project management, it is primarily a form of structuring work processes. Projects have real outcomes and meaningful consequences. As such, project management is simultaneously an area of research, an application, a type of practice, and a method of conducting work.

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