

Table of contents

Foreword	V
Preface	VII
List of Tables.....	XIII
List of Figures	XV
Abbreviations.....	XVII
1 Introduction	1
1.1 Phase-Specific Organizational Infrastructures for Cross-Functional New Product Development Projects	1
1.2 Research Goal	2
1.3 Outline of the Investigation.....	5
2 Cross-Functional Teams in New Product Development.....	7
2.1 Emergence of the Concept and Related Challenges.....	7
2.1.1 Theoretical Background for the Need to Integrate Functions	7
2.1.2 From Functional Lines to Cross-functional Teams	8
2.1.3 Cross-Functional Teams and New Product Success – Empirical Evidence.....	12
2.1.4 Challenges Concerning the Use of Cross-Functional Teams.....	13
2.2 Literature Review on the Success Factors of Cross-Functional Teams	18
2.2.1 Modelling Group Effectiveness	20
2.2.2 Framework of the Content Analysis.....	23
2.2.3 Organizational Context	24
2.2.4 Behavioral Processes and Psychosocial Traits.....	39
2.2.5 Additional Success Factors	43
2.2.6 Summary of the Literature Review and Research Gaps	44
2.3 Scope of this Study and Addressed Research Gaps	46
3 Theoretical Framework for the Phase-specific Effects of Organizational Antecedents in Cross-Functional New Product Development	49
3.1 Theory of Mechanistic and Organic Organizations	49
3.2 The Innovation Process – The Characteristics of the Early and the Late Stage.....	51

3.3	Differing Information Requirements and Levels of Uncertainty During the Early and Late Stages of the Innovation Process	52
3.4	Phase-specific Organization Structures for Innovation Projects	53
3.5	Boundary Management As a Continuous Requirement for Successful Innovation Projects.....	55
3.6	Interim Conclusion: Research Questions and Further Proceeding.....	56
3.7	Conceptual Models and Hypothesis.....	58
3.7.1	The Phase-specific Effects of Creativity and Efficiency (Model I).....	58
3.7.2	The Effects of Organizational Antecedents in the Early Project Stage (Model II)	63
3.7.3	The Effects of Organizational Antecedents in the Late Project Stage (Model III).....	71
4	Research Methodology and Results.....	78
4.1	Survey Development and Data Collection.....	78
4.2	Sample Description	81
4.3	Measures.....	84
4.3.1	Performance Measures	84
4.3.2	Organizational Antecedents	85
4.3.3	Control Variables	86
4.4	Choice of PLS as Research Method.....	91
4.5	General Steps in the Assessment of PLS-models.....	94
4.5.1	Assessment of Validity and Reliability of the Measurement Model	94
4.5.2	Evaluation of the Structural Relationships.....	96
4.6	The Phase-specific Effects of Creativity and Efficiency (Model I).....	98
4.6.1	Assessments of Validity and Reliability of the Measurement Variables	98
4.6.2	Analysis and Results	100
4.7	The Effects of Organizational Antecedents in the Early Project Stage (Model II).....	103
4.7.1	Measurement and Validation of Constructs.....	103
4.7.2	Analysis and Results	107

4.8	The Effects of Organizational Antecedents in the Late Project Stage (Model III).....	111
4.8.1	Measurement and Validation of Constructs	111
4.8.2	Analysis and Results	115
4.9	Summary of the Results	118
4.9.1	Model I - The Phase-specific Effects of Creativity and Efficiency.	120
4.9.2	Model II/ III – The Phase-specific Effects of Organizational Antecedents	123
5	Discussion.....	129
5.1	Theoretical Implications.....	129
5.2	Managerial Implications.....	132
5.3	Future Research.....	134
5.4	Limitations	135
5.5	Conclusion.....	136
6	Appendix	137
7	References	167