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Program Session #: **572** | Submission: **16766** | Sponsor(s): **(TIM)**  
Scheduled: **Monday, Aug 6 2007 8:30AM - 10:20AM** at **Philadelphia**  
**Marriott in Grand Ballroom L**



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## Knowledge and New Product Development *New Product Development*



Discussant: **Peter Cebon**; U. of Melbourne;

Chair: **Federica Ceci**; U. G. d'Annunzio;

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### **TIM: Managing Work Design In Product Development Projects: A Configuration Approach**

Author: **Anant Mishra**; U. of Minnesota;

Author: **Kingshuk Sinha**; U. of Minnesota;

The tremendous growth in information technology hardware and software has opened up a number of alternatives for designing work and organizing projects. As a result, work design now often transcends the boundaries of organizations, professions and countries. Organizations continue to respond to the appeal of these new, alternative distributed work designs (i.e., outsourcing, offshoring and offshore outsourcing). The short term benefits of time savings and cost savings from alternative distributed work designs are readily apparent to managers and distributed work designs have become the current management fashion. However, achieving success in projects with distributed work designs has not been universal and cases of failure abound. Using the configuration theory, we propose that the performance implications from a particular choice of work design, is dependent upon the characteristics of the project (technological uncertainty and project complexity) and the project management style (formal management or flexibility).

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### **TIM: Knowledge Transfer in Joint New Product Development Projects - The Impact of the Knowledge Owner**

Author: **Anja Schulze**; U. of St. Gallen;

Author: **Kay Oppat**; U. of St.Gallen;

Motivated by increasing numbers of cooperative new product development (NPD) occurring in practice, we examined success factors for knowledge transfer processes; an important precondition for joint project work. Growing evidence is found indicating that organizations which are successful in knowledge transfer outperform competitors and are more likely to survive. Building upon various studies categorizing key factors of successful knowledge transfer, Cummings and Teng (2003) introduce four context domains including knowledge, relational, recipient, and activity. Especially the recipient context domain is of enormous interest. Here, the construct of absorptive capacity drew great attention. According to prevailing theory, absorptive capacity of the

knowledge recipient determines the success of knowledge transfer. While the recipient's capabilities are certainly critical to successful knowledge transfer, it is essential to consider capabilities of the originally knowledgeable as being of importance, too. We introduce the construct of 'disruptive capabilities' to emphasize the role of the originally knowledgeable contributing to a successful transfer of knowledge in the joint NPD project work. Particularly, we understand disruptive capabilities as abilities of the originally knowledgeable that result in activities, which impact on the success of knowledge transfer. Disruptive capabilities are a multidimensional construct, classifying the originally knowledgeable's capabilities into initial and reflected transfer capabilities, whereas the latter ones are taking the recipients characteristics and activities into account. Although knowledge transfer is a widely researched phenomenon, research on capabilities of the originally knowledgeable contributing to knowledge transfer and the application of this transferred knowledge is fragmented.

*Search Terms: knowledge transfer , new product development cooperations , disruptive capabilities*

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**TIM: Does Creativity Impact on New Product Quality in High-Technology Firms?** 

Author: **Chiayu Tu**; National Chung Cheng U.; 

Increasing new product (NP) quality is considerably significant, yet researchers know little about the effects of creativity on NP quality. This study thus proposes and tests a series of hypotheses regarding the impact of NP creativity and marketing program (MP) creativity on NP performance. A total of 343 responses were collected from 106 new product development (NPD) teams. The findings reveal that (1) we find that the meaningfulness of NP creativity has a positive impact on both internal quality and external quality, though the path from meaningfulness of NP creativity to external quality is not strong. (2) MP creativity results in greater external product quality than internal product quality. (3) MP meaningfulness and novelty only enhance external product quality in order to increase NP performance. (4) NP creativity through internal product quality has a greater effect on NP performance more than MP creativity. However, MP creativity through external product quality has a greater effect on NP performance more than NP creativity. The research limitations, future research directions, and theoretical and managerial implications of this study are correspondingly provided as well.

Keywords: NP creativity, MP creativity, NP quality, NP performance

*Search Terms: New product creativity , Marketing program creativity , New product quality*

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**TIM: Intellectual Capital, Organizational Learning Capability, and New Product Development**

**Performance** 

Author: **Ya-Hui Hsu**; National Taipei U.; 

Author: **Christine Chou**; U. of Pennsylvania; 

Author: **Wen-Chang Fang**; National Taipei U.; 

Few studies examine the relationship between intellectual capital and organizational learning capability, often neglecting the mediating effect of organizational learning capability on intellectual capital-new product development performance relationship. This study uses a two-stage research design—interviews and the survey method—to discuss the relationships governing intellectual capital, organizational learning capability,

and new product development performance based on empirical data from the IC design industry in Taiwan. The results, generated by the Partial Least Squares (PLS) method show that human capital and relational capital actually improve new product development performance through organizational learning capability. Although structural capital positively affects organizational learning capability, managers should pay attention to the negative effects of structural capital on new product development performance.

*Search*      *Intellectual capital , Organizational learning capability , New product development*  
*Terms:*      *performance*

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**TIM: Intellectual Capital and New Product Development**  

Author: **Chung-Jen Chen**; National Taiwan University; 

Author: **Mo-An Chu**; National Cheng Kung U.; 

The purpose of this study is to examine the role of customer capital in the relationships among organizational capital, human capital, and new product development performance. Regression analysis was used to test the hypotheses in a sample of 93 firms. The results indicate that organizational capital and human capital are positively related to customer capital which, in turn, has a positive effect on new product development performance. Our results provide evidence that customer capital plays a mediating role among organizational capital, human capital, and new product development performance. Managerial implications and future research directions are discussed.

*Search Terms: new product development , Intellectual Capital , customer capital*