

"Cross-Functional Influence in New Product Development:  
A Study of Marketing and R&D Interface"



**By:**

*Saba Sardar Rai 01-221132-027*

**Supervisor:**

Mr. Omar Sajid

**A research project submitted in partial fulfillment  
of the requirement for the degree of MBA**

**Department of Management Sciences  
Bahria University Islamabad Campus**

**Bahria University Islamabad  
2014**

## **ACKNOWLEDGEMENT**

I would like to thank my supervisor **Mr. Omar Sajid** for accompanying me along this journey. His knowledge of the discipline and insightful analysis and feedback of my work provided continual encouragement.

# **DEDICATION**

I dedicate this thesis to my family, teachers and friends for their unwavering support and encouragement.

## **STATEMENT OF AUTHENTICATION**

The work presented in this thesis is, to the best of my knowledge, original except as acknowledged in the text. I hereby certify that this thesis or study has not been submitted previously as part of the requirements of another degree and that it is the result of my own independent research.

---

Saba Sardar Rai  
December 2014

# Contents

ACKNOWLEDGEMENT .....	iii
DEDICATION .....	iv
STATEMENT OF AUTHENTICATION .....	v
CHAPTER 1INTRODUCTION .....	1
1.1 Introduction .....	1
1.2 The importance of new product development.....	1
1.3 The role of effective cross-functional relationships in new product development process .....	2
1.4 Research problem and research questions.....	5
CHAPTER 2LITERATURE REVIEW .....	7
2.1 Terminology .....	7
2.2 New product development process.....	10
2.3 Three approaches to the study of NPD.....	13
2.3.1 Success factor approach .....	14
2.3.2 The Integrative Mechanism Approach.....	14
2.3.3 The Systematic Practice Approach.....	15
2.4 Early studies of cross functional relationships.....	15
2.5 Integration of the marketing and R&D functions .....	17
2.6 Further research on the Marketing/ R& D interface .....	20
2.7Overview and knowledge gaps .....	24
CHAPTER 3PROPOSED THEORETICAL MODEL AND HYPOTHESIS .....	26
3.1 Proposed model and hypotheses .....	26
3.1.1 HYPOTHESIS .....	26
3.2 Perception of the marketing manager as a political ally (Independent Variable).....	27
3.3 Interpersonal functional conflict (Dependent variable) .....	29
3.4 Perceived relationship effectiveness (Dependent Variable).....	30
3.5 Trust (intervening variable or moderator).....	31
CHAPTER 4RESEARCH METHODOLGY .....	34

4.1	Introduction .....	34
4.2	Research design .....	34
4.3	Population .....	34
4.4	Sampling technique .....	35
4.5	Key respondents .....	35
4.6	Sample size.....	35
4.7	Handling of received questionnaire.....	36
4.8	Data analysis method.....	36
4.9	Reliability of all variables .....	36
CHAPTER 5 RESULT AND DISCUSSION .....		38
5.1	Correlation .....	38
5.1.1	POL ALLY and CFC.....	39
5.1.2	POL ALLY and PRE.....	39
5.1.3	TR and CFC .....	39
5.1.4	TR and PRE .....	39
5.2	Moderated regression analysis.....	40
5.2.3	Testing hypothesis 3: (moderation of trust between perception of marketing manager as political ally and cross- functional conflict).....	43
5.2.4	Testing hypothesis 4: (moderation of trust between perception of marketing manager as political ally and perceived relationship effectiveness) .....	43
5.3	Discussion.....	45
5.4	Implications.....	47
5.5	Limitations of the study .....	49
5.6	Directions for future research .....	49
CHAPTER 6 REFERENCES .....		50