

Case Study: Amazon Cell Phone Market

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The development of a new smartphone, called the Fire Phone, was facing technical and organizational challenges, before we as a team came to a consensus, as to how to find the right cameras for these new cell phones, the organizational challenges that the team is facing must first be addressed. Nasta, Pirolo and Wilkstrom (2016) argue that for many creative projects to be successful, depends on how the people working together can work uniformly (p. 97). In addition, work experience and time spent to perform a job are likely to affect the performance of the work team. For that reason, apart from the organizational structure, “teams work experience, in terms of time (as well as in term of amount) is positively related to team performance” (Nasta, Pirolo and Wilkstrom, 2016, p. 100).

First, the organizational structure implies that the team members should be interactive, as Yukl (2013) describes with the example of “basketball and soccer, whereas in bowling or wrestling the ‘teams’ are actually coaching groups” (p. 247). The members of the team may have different but complementary assignments, however, the team performs a common task “under the supervision of an appointed manager” (Yukl, 2013, p. 247). Therefore, the organizational structure would be prioritized, to make sure that the team is effective. Creativity follows effectiveness because of team work. In this respect, Scandura (2016) states that “research has shown that team creativity involves both processes and outcomes of developing new ideas for innovation” (p. 231). The team must be coherent. There must be mutual attraction of members to the group. As the members get motivated to attain the set goal, “the mutual attraction of member to the group is the most important determinant of cohesion” (Scandura, 2016, p. 232).

The point of decision is seen in team development, after the members have reached a cohesion point, the point of decision is two-fold: Establish an effective leadership that will hold

meetings to solve problems, make sure the members have “the knowledge and skills necessary to do the work, and they understand what to do, how to do it, and when it must be done”

(Morgeson, Reider, & Campion, 2005, in Yukl, 2013, pp. 248, 249). It is important to determine the role expectations for each member knowing that the task is complex and difficult to achieve. It is incumbent for the leader to help improve member skills, or to influence the selection of new team members, if necessary, to attain effective performance (Yukl, 2013, p. 249).

In order to communicate new ideas and develop information from one another, it is necessary to have a leadership involved from the formation of the team, to share common goal that will lead the team to attain effective result and higher creativity; “more creative team recognized that there was a need to be successful, and they valued participation by all team members” (Scandura, 2016, p. 231). Scandura (2016) discusses that diversity is important to benefit creativity; it can boost creativity, increase flexibility, and help the team solve problems when they occur (p. 231) during the development of the Amazon Fire Phone.

References:

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