

Managing Cross Functional Collaborations in the Technology Industry: A Qualitative Analysis

Ajay Kumar Saini

Professor, School of Management, Graphic Era Hill University,
Dehradun Uttarakhand India

Abstract

A work environment is a lovely haven. It's a fusion of individuals, systems, and technology working together to accomplish a single objective. However, as a company expands, there are more moving parts, and these pieces regularly collide and clank together. The solution to that chaos is cross-functional cooperation. It assists cross-functional teams in creating harmony throughout the company. The emphasis is on the relationship between the various functions, such as how marketing affects sales and customer satisfaction or how customer satisfaction provides an exchange of information to the teams working on the products. Occasionally it could be as easy as making the effects of tasks on outcomes visible. Cross-team communication is now more crucial than ever because of the epidemic, which has kept everyone in lockdowns and forced them to work remotely for an extended period. For instance, your sales staff doesn't have the advantage of talking to their client achievement colleagues across the hall about the quirks of the customer account handoff process. Remote cross-functional cooperation is now essential for business expansion.

KEYWORDS- Cross Functional Collaboration, Technology Industry, Work Environment, Collide And Clank, Cross Team Communication

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Introduction

People from many departments and specializations within an organization work together through the process of collaborating across functional boundaries to achieve a common goal. This collaboration might emerge spontaneously or as a result of a project. An example of natural cross-functional collaboration is when the sales manager consults with the marketing manager about projected future consumer purchase patterns to develop campaign ideas around. The development of a new product line by a corporation that requires the aid of individuals with varied expertise is an example of cross-functional collaboration that is focused on the project at hand. People with different expertise working together in an organization may be able to achieve departmental objectives. However, reaching the overall organizational goal becomes difficult without the cooperation and contribution of people from many fields.

Collaboration among people from various divisions is therefore essential to an organization's sustainability. Given the evolving nature of organizational contexts, this tendency for a more lateral flow of understanding across different functional domains doesn't come as at all surprising (GONZÁLEZ et al., 2016). Organizations must excel at two things to succeed in a complicated and dynamic global economy. Organizations must first acquire more specific knowledge. Furthermore, handling business affairs and human resources internationally calls for a thorough understanding of the numerous rules and regulations, which might vary substantially between regions. When you include numerous unique company lines, it is easy to see the basic difficulty that managers encounter regularly. Knowledge-based, flexible, and adaptive tasks have succeeded monotonous ones in office work over the past ten years. It has been shown that employees waste substantially less time and company resources when they can access the right information at the proper moment and work following effective work habits (Piercy, 2010). Therefore, modern businesses must concentrate on boosting information-related productivity, just as manufacturing automation was in earlier decades. "Information Mastery" was viewed as the industrial automation of the twenty-first century. Businesses are realizing how important it is to change workspaces to suit modern work patterns, user preferences, and emerging technologies.

On the other hand, a competitive edge in a globalized market depends on how information is handled as a crucial organizational resource. According to extensive studies, Quality and productivity may be impacted by an employee's access to the right information, including who, when, and which expertise is required for the pertinent tasks (Lambert et al., 2008). Rapid change is occurring in the business sector. Numerous studies emphasize the differences between companies and workplaces in the industrialization and knowledge periods. These studies claim that traditional or industrial-age organizations are effective but stiff and hierarchical—they frequently deploy chains of command. There is some research on non-technological broad antecedents of perceived utility and perceived usability (Akuffo, 2020). However, technological antecedents that may offer much more effective direction for the effective development and execution of particular sorts of systems have received much less attention. Cross functional collaboration is the process of a team of persons from different careers or functional areas working together to complete a common project or job. Figure 1 shows the prerequisites of Managing the Cross Functional Collaboration.

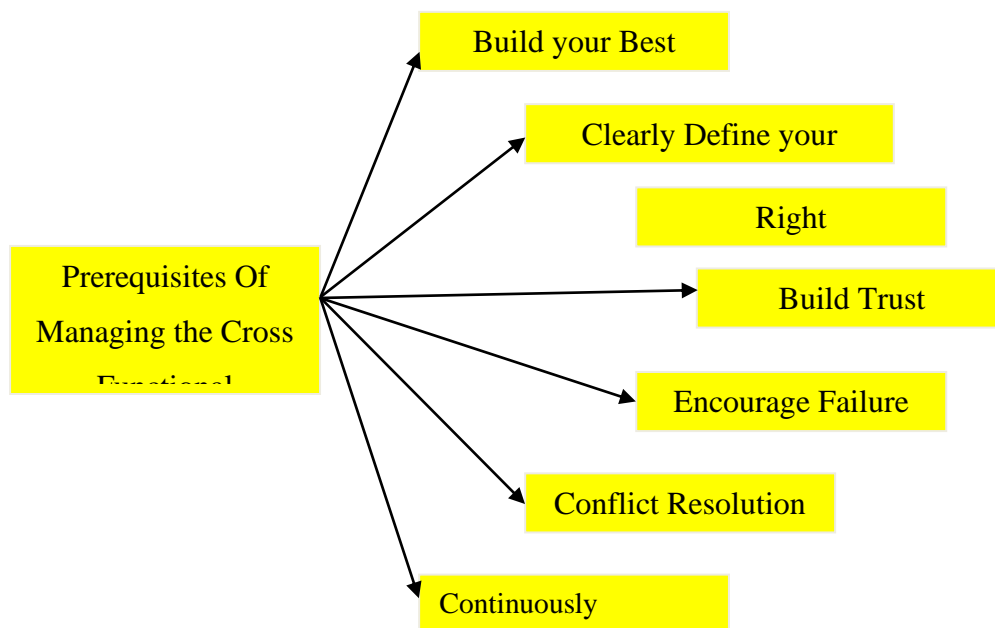


Figure 1 Prerequisites of Managing the Cross Functional

Literature Of Review

Driskell et al., (2018) said that collaboration in innovation does not only occur in innovation-focused partnerships between new, burgeoning businesses and established corporations. Just as not just the new and established businesses engaged in collaborative innovation gain from it, not only private-sector actors can have an impact on their success, number, and caliber. In addition to the significant roles that civil society groups play in assisting entrepreneurs, decision-makers and political leaders can foster collaborative innovation relationships in manners which go well beyond those that can be achieved through the use of regulatory and policy-making levers.

Fuks *et al.* (2008) discussed that successful convincing and an accurate appraisal of successful change programs require a long-term multi-step process of organizational transformation rather than a single event. If organizations are to benefit from a fully digital workplace, they must prepare for a big change in the workplace, integrate workplace digital technologies, and strive toward creating intelligent environments around people. To promote organizational objectives for effectiveness, productivity, and space planning, this chapter's discussion of the flexible improvement in the workplace campaign offers its employees a program that strikes a balance between work and life. Forward-thinking companies provide their employees with easy-to-use software and computer communication tools that can be upgraded and improved over time with little further training or effort.

Mohamed et al., (2004) concluded that the probability of corporate success rises when companies foster innovation through collaboration. Additionally, small businesses profit more

from channel collaboration than large corporations do from consulting counsel collaboration. It has important implications for how businesses and governments may collaborate to strengthen the links between productivity and creativity. First, it demonstrates how firms benefit from their financial and business operations as a result of launching new initiatives by utilizing resources and adjusting to alterations and environmental opportunities. These findings show once more how important innovation activities are to promoting business success and, by extension, economic welfare.

Adler and Heckscher (2018) detailed that many organizations are still having trouble figuring out how to set up their operations to guarantee client pleasure and profitability. How the marketing and operational functions collaborate during the cross-functional procedure of delivering products and services is one important topic. Such a harmful arrangement would appear counterproductive in the context of the world's increasingly competitive markets, but there is little research on how to manage marketing-operations ties more effectively. It's incredibly challenging to improve partnerships between marketing and operations, especially since so few businesses have successful ones that may serve as models for others.

Hofmann, D.A. (2015) studied that an MNE's chosen organizational structure has a significant impact on the rate of innovation, intellectual property (IP), growth, and long-term survival of the organization, hence managers must exercise extreme caution when making this decision. Presented here advocates organic and contingency structures for MNEs to facilitate quicker IP creation and innovation. Additionally, it suggested that future research look into how structural contingency theory affects business IP. The longitudinal study should be used by future researchers to help track the development of products from the beginning until it reaches clients or consumers. Analyzing the costs incurred and profits realized would be beneficial in determining whether or not innovation was effective.

Bond et al., (2018) detailed that in modern society, technological advancement has become a cornerstone and affects practically every aspect of daily life. We now live in a civilization that is primarily driven by information and technology. The institutions that provide the frameworks for the organization's management must be able to employ the tools that have grown to be so crucial for our organizational operations, especially in light of the contributions that technology has made to our lives. The administration of information technology must be a component of this capacity. It was never more crucial to implement technology effectively.

Montes et al., (2005) discussed that groupware systems evolve throughout time because workgroup makeup and characteristics, along with the tasks that must be completed, change. As a result, even if a collaborative software designer can create an "optimal" program for a group, it will soon become insufficient because new circumstances and issues would undoubtedly arise. Because of maintenance and construction issues, the groupware programmer spent more time resolving technical issues than facilitating and assisting user interaction. Due to these issues,

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groupware development needed to be sped up and made more efficient by encapsulating low-level complexity resulting from decentralized and multiple locations systems into infrastructural components of the design.

Cooper et al., (2010) discussed that motivating people to share knowledge has emerged as a crucial study area and a significant organizational challenge. Today, "understanding employees' behavior," particularly concerning knowledge sharing, is the main problem enterprises are experiencing concerning KM. Companies may benefit from efficiently sharing knowledge in a variety of ways. By enabling the open exchange of ideas, knowledge sharing in organizations may encourage creativity and innovation. Additionally, knowledge exchange benefits businesses by enabling them to produce new goods and services, as well as a clear vision and long-term plans. Businesses can increase their earnings by bringing innovations and amenities to market more quickly thanks to effective information exchange.

Conclusion

An organization consists of many departments with staff members with diverse backgrounds. If each department runs independently, managing, coordinating, and aligning company goals may become challenging. Every organization will collaborate to some extent. However, it is essential to establish a strong collaborative framework if you want to get the most out of your team. Sometimes it becomes cost-effective to change tactics and work designs to enable and exploit more employee discretion and creativity even in situations where the other types of organization previously seemed ideal to sustain cooperative purpose in larger, more complicated businesses.

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