

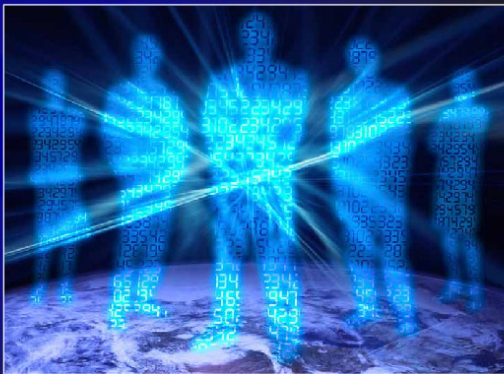


Beat Bühlmann (Autor)
Need to Manage a Virtual Team?
Theory and Practice in a Nutshell.

Beat Buhlmann

Need to Manage a Virtual Team?

Theory and Practice in a Nutshell



Cuvillier Verlag Göttingen

<https://cuvillier.de/de/shop/publications/1979>

Copyright:

Cuvillier Verlag, Inhaberin Annette Jentsch-Cuvillier, Nonnenstieg 8, 37075 Göttingen, Germany
Telefon: +49 (0)551 54724-0, E-Mail: info@cuvillier.de, Website: <https://cuvillier.de>

Table of Contents

Chapter 1: Introduction and Rationale.....	1
Overview	1
Research Gap and Rationale for this Research.....	3
Theoretical and Practical Aims	4
Boundaries and Limitations	5
Chapter 2: Literature Review	6
Introduction.....	6
Content and Structure	6
Current Definitions of Virtual Teams	7
Summary of Characteristics of Virtual Teams	10
Degree of Virtualization	12
Types and Illustrations of Virtual Teams	15
Advantages and Drawbacks of Virtual Teams	19
Advantages of Virtual Teams	19
Drawbacks of Virtual Teams.....	21
Trust in Virtual Teams	22
Trust and Initial Trust.....	23
Building Trust.....	25
Interpersonal Trust versus Task-Based Trust.....	28
Communication.....	28
Multitasking in Virtual Teams.....	30
Models of Virtual Teams	32
Stage Models	32
Virtual Team Dynamics Model	36
Summary and Consequences for the Research.....	38
Chapter 3: Research Methodology and Design	40
Quantitative versus Qualitative Research	40
Positivist, Interpretivist, or Critical Research?	42
Research Design.....	45
Phase 1: Observation and Group Discussion	46
Phase 2: Semi-Structured Interviews.....	47
Phase 3: Analysis and Findings.....	48
Data Collection	49
Research Participants.....	49
Selection Criteria	49
Preserving Participants' Confidentiality.....	50
Sample Size and Sampling Method.....	50
Data Collection Phase 1: Observation and Group Discussion	50

Data Collection Phase 2: Semi-Structured Interviews	51
Data Analysis	53
Coding Process	54
Validity, Reliability, and Limitations	55
Chapter 4: Analysis and Findings.....	57
Communication.....	57
Communication Channels.....	62
Trust	80
Virtual Team Skills	88
Multitasking	89
Models.....	91
Chapter 5: Conclusions and Recommendations.....	94
Implications for Practice	94
Recruiting Virtual Team Members.....	94
Establishing a Team Identity	95
Selection of Communication Channels	96
Justifying Face-to-Face Meetings to Senior Management.....	99
Addressing the Dual-Membership.....	100
Addressing Multitasking.....	101
Establishing Rules and a Code of Conduct	101
Building Trust.....	103
Addressing the Language Barrier	104
Addressing Cultural Differences	105
Managing Conflicts	106
Early Trainings	107
Contribution to the Body of Knowledge.....	108
Limitations and Suggestions for Further Research.....	109
Cultural and Industry Dimension	109
Total Cost of Communication Channels	109
Virtual Team Leadership.....	110
Employment in Low-Wage Countries.....	110
Virtual Team Model	110
Research Participants and Trust Building	111
Overall Conclusions and Contributions.....	111
References.....	112
Appendix A: Participant Information Sheet	120
Appendix B: Semi-Structured Interview Questions	121
Appendix C: Node Structure after Coding.....	124
Appendix D: Comparison of Original and Altered Model.....	125
Appendix E: Listing of all Findings.....	126