

Everyone's Smart University

Project(Spring 2021)

Student Name	Ghanim Gharbi Alanazi	اسم الطالب
Students I.D	2021201043	الرقم الجامعي

Section	Date	Course Code
Master	Sunday 02 / 05 / 2021.	(PMG511)

PROJECT LEADERSHIP

Instructions:

- ☐ آخر موعد للتسليم هو يوم الخميس 2021-05-20 في تمام الساعة ٩ مساءً.
- ☐ الإجابة متاحة باللغة الإنجليزية أو اللغة العربية مع مراعاة أن تكون المصطلحات العلمية باللغة الانجليزية.
- ☐ يتم تسليم المشروع في صيغة ملف pdf مع الالتزام بنموذج الجامعة ولن تقبل أي مستندات أخرى.
- ☐ يجب مراعاة أقسام البحث الرئيسية (مقدمة Introduction، دراسات علمية سابقة Literature Review، طريقة البحث Methodology، النتائج والمناقشة Results and Discussion، وأخيراً المراجع References. وان كان هناك ملحقات Appendices يتم إضافتها)
- ☐ يجب الالتزام بـ Theme موحد كما يلي:
 - حجم الخط 12.
 - نوع الخط Arial.
 - لون الخط أسود.
 - المسافة بين الأسطر 1.5 line spacing.
 - عدد صفحات البحث (لا تقل عن ثلاث صفحات ولا تزيد عن ستة صفحات).

Instructor's Name: **Dr. Sara Adel**

Introduction:

The rapid advancement in technology has led to a transformation of work form, especially in terms of communication between various people involved in a work. Recently, new forms of Internet communication mediums such as Skype, Facebook, Twitter, and LinkedIn have changed the traditional work style to some extent. Walther and Tidwell (2002) claim that this dramatic development in communication tools has attracted scholars to study their interactions. According to Parks and Roberts (1998), computer-mediated communication functions, such as video conferencing and chatting, have shown a strong ability to perform most of the work done by face-to-face communication. Moreover, a study by McGregor (2000), cited by Bennett, Owers, Pitt and Tucker (2010), has stated how it is clearly observable that organisations are forced by the current information age to adopt a virtual style in their business. The power of social media is very much believed by Bennett, Owers, Pitt and Tucker (2010) to "destroy the old-fashioned vertical ways of working by encouraging open communication and information sharing".

The concept of a 'virtual team' is widely defined by many authors in the literature. However, the definition of Lipnack and Stamps (2000) is the most popular definition that has been cited in many journal articles. They have defined a virtual team as a team with common goals seeking to achieve them by working from different physical and geographical locations and by the help of modern technology. The definition indicates the two main features that distinguish between a virtual team and a traditional face-to-face team: distance separation and communication by technology. Virtual team style is established because of various factors, including fast development in technology, the current global economy, cooperative environments between different organisations (Townsend, DeMarie & Scott, 1998; cited by D'Souza & Colarelli, 2010), and the minimised cost and security concerns of business trips (Aspray et al., 2006; cited by Reed and Knight, 2010). Increasingly, employees utilise many facilities such as hotels, transportation modes and bars etc. as a workplace (Bennett, Owers, Pitt and Tucker, 2010).

This proposal prepared to

The scope of the research is to focus on the literature sources that provide a role for social media in project management, especially in the management of geographically distributed teams. The sources used to investigate the role of social media in managing virtual teams will be taken from multiple secondary sources include peer-reviewed journal articles, books and websites.

The reason behind limiting the scope of this research to the role of social networks in virtual teams and not to other traditional face-to-face teams is because of the fact that virtual teams, by their nature, require the use of available modern technology for communication.

Literature review:

The workplace has been affected by developments in communications technology (Anderson, McEwan, Bal & Carletta, 2007). Recent advances in technology have created a "new way of structuring, processing, and distributing work and communication activities to overcome boundaries of time and space". The new form of teams is virtual teams. Technology makes virtual work dispersed and asynchronous (Montoya-Weiss, Massey & Song, 2001).

Virtual teams are a group of team members who use electronic communications media to collaborate from geographically distant locations (Lee, 2009). Grabowski and Roberts (2011) believe that virtual organisations are "geographically distributed, electronically linked, functionally or culturally diverse, and laterally, rather than hierarchically, connected". Reed and Knight (2010) cited the definition of a virtual team. as a group of employees who are aiming to achieve common goals by working from different locations and using technology to communicate. LaBrosse (2008) argues that communication is key to the success of any team. However, most definitions of virtual teams focus on technology more than communication. This argument is supported by Reed and Knight (2010) who concluded from their focus group study that lack of communication, in both virtual and co-located teams, seems to be a key risk for a

project. Virtual and traditional teams require effective communication to ensure "group functioning" (Trevino et al., 1990, cited by Kayworth&Leidner, 2000).

The use of virtual teams is increasing dramatically in the 21st century, causing changes to the traditional work environment. Wiesenfeld et al. (2011), cited by Mukherjee, Lahiri, and Billing (2012), noted that more than half (51%) of North American firms have adopted virtual work in their operations. The literature of virtual teams has been reviewed in depth by Martins, Gilson and Maynard (2004), who found that virtual teams exist in all organisations to some extent. The expectations that virtual work will be a business norm by 2018 are discussed in a Chartered Management Institute report. The report also mentioned the suitable age of employees to be able to fit in with this modern style of working. It asserts that those who have been born since 1979 are best suited to working in a virtual team (Bell et al., 2008, cited by Bennett, Owers, Pitt & Tucker, 2010).

Two main reasons are behind the dramatic rise in the use of virtual teams: technological advances, and "the general shift from production to service-related business" (Cascio, 2000; Gressgard, 2011; Malhotra et al, 2007, cited by Mukherjee, Lahiri& Billing, 2012). According to a recent study by Levasseur (2012), virtual teams are growing because of the desire to recruit the best talented people, "the need to locate key people closer to geographically dispersed markets" to increase performance and satisfaction of customers, and the ability to collaborate and facilitate virtual work by using available technology. The adoption of global virtual teams assists firms to overcome the business challenges of the 21st century by providing a significant chance to coordinate the complexity of business activities by global and virtual experienced individuals (Kayworth&Leidner, 2000).

Research Methodology:

- Purpose of Study

The aim of this research is to study the role of external advanced social networking sites in managing virtual teams, and then to analyse their potential applications in projects through a literature review.

In order to achieve this aim, the objectives are:

provide an overview of virtual teams, outline their positive and negative aspects, discuss the characteristics that make them different from face-to-face teams, and to introduce the challenges that face managers of virtual teams;

provide an overview of social media, and analyse the level of acceptance in applying social media to business;

To explore the advantages of using social media in business; and To identify social media applications in virtual teams.

- Study Approach

Research methods could be categorized according to their approach into two methods: quantitative and qualitative (Golafshani, 2003; Gill & Johnson, 2004).

The best method to be selected for a research depends on the research requirements, and the availability of the required information (Naoum, 2012, p. 37).

The researcher can combine both methods in a single research or use one of them. It is argued by Flyvbjerg (2006) that better results are expected to be produced when using both methods. However, Bryman (2008) suggests selecting the most reliable and valid way to ensure that research questions are answered.

Selecting suitable methodology ensures valid and reliable findings (Blaxter, Hughes & Tight, 2007). The description of both methods is covered in the next section.

- Data analysis

Naoum (2012, p. 40) describes qualitative research as "subjective in nature" that verbally describes meanings and experiences etc. A qualitative research method is defined by Bryman and Bells (2007) as a method that does not require a quantification of collected and analysed data. It is based on verbal description and

involves an inductive approach. According to Flick (2009), the source of data is taken from documents, texts and interviews. Applying the qualitative research method is suitable for all research areas (Denzin & Lincoln, 2005). It is argued by Patton (2002) that the qualitative method is preferred to be applied in researches that do not require quantitative explanations, or that it is applied when a gap in the quantitative method needs to be plugged.

Qualitative researchers use one of four different methods under the qualitative approach. The methods are: (1) analysing texts and documents, (2) observation, (3) video and audio recording, and (4) interviews and focus groups (Silverman, 2006). Questionnaires have some qualitative features, although they seem inevitably quantitative (Bell, 2010, p.117).

Results and Discussion:

The literature about virtual teams is optimistic. The author has not read a paper about virtual teams that does not report its importance and efficiency to be growing. In addition, the reviewed literature has shown that management of virtual teams relies on technology. When modern and advanced technology is used, management and communication in the virtual team run easily and smoothly.

Moreover, the data collected from the literature has provided an obvious clue about the efficiency and power of social media to facilitate virtual teams, although some negative aspects have been mentioned. Therefore, and according to the literature review, the author confirms that the hypothesis is valid. Also, the aim and objectives are confirmed to be achieved.

References:

Anderson, A. H., McEwan, R., Bal, J. & Carletta, J. 2007. Virtual team meetings: An analysis of communication and context. *Computers in Human Behaviour*, 23,2558-2580.
Bell, J. 2010. *Doing your research project*. 5th ed, Open University Press: McGraw Hill Education.

- Bell, J. 2010. Doing your research project. 5th ed, Open University Press: McGraw Hill Education.
- Bennett, J., Owers, M., Pitt, M. & Tucker, M. 2010. Workplace impact of social networking. Property Management, 28, 138-148.
- Bryman, A. 2008. Social research methods. 3rd ed, New York: Oxford University Press.
- Bennett, J., Owers, M., Pitt, M. & Tucker, M. 2010. Workplace impact of social networking. Property Management, 28, 138-148.
- Bryman, A. 2008. Social research methods. 3rd ed, New York: Oxford University Press.
- Bennett, J., Owers, M., Pitt, M. & Tucker, M. 2010. Workplace impact of social networking. Property Management, 28, 138-148.
- Bryman, A. 2008. Social research methods. 3rd ed, New York: Oxford University Press.
- Bennett, J., Owers, M., Pitt, M. & Tucker, M. 2010. Workplace impact of social networking. Property Management, 28, 138-148.
- Bryman, A. 2008. Social research methods. 3rd ed, New York: Oxford University Press.
- Blaxter, L. Hughes, C., & Tight, M. 2007. How to research, 3rd ed. Buckingham: Open University Press.
- Bryman, A., & Bell, E. 2007. Business research methods. 2nd ed, New York: Oxford University Press.
- D'Souza, G. C. & Colarelli, S. M. 2010. Team member selection decisions for virtual versus face-to-face teams. Computers in Human Behaviour, 26, 630-635.
- Denzin, N. K., & Lincoln, Y. S. 2005. The sage handbook of qualitative research. CA: Sage Publications.
- Flick, U. 2009. An introduction to qualitative research, 4th ed, CA: Sage Publications.
- Flyvbjerg, B. 2006. Five misunderstandings about case-study research. Qualitative Inquiry, 12, 219-245.
- Gill, J., & Johnson, P. 2004. Research methods for managers, 3rd ed, Sage Publications Ltd.
- Golafshani, N. 2003. Understanding reliability and validity in qualitative research II. The Qualitative Report, 8, 597-607.

- Grabowski, M. & Roberts, K. 2011. High reliability virtual organizations: Co- adaptive technology and organizational structures in tsunami warning systems. *ACM Trans. Comput.-Hum. Interact.*, 18, 1-23.
- Kayworth, T. & Leidner, D. 2000. The global virtual manager: a prescription for success. *European Management Journal*, 18, 183-194.
- Kayworth, T. & Leidner, D. 2000. The global virtual manager: a prescription for success. *European Management Journal*, 18, 183-194.
- LaBrosse, M. 2008. Managing virtual teams. *Employment Relations Today*, 35, 81-86.
- Lee, M. R. 2009. E-ethical leadership for virtual project teams. *International Journal of Project Management*, 27, 456-463.
- Levasseur, R. E. 2012. People Skills: Leading Virtual Teams—A Change Management Perspective. *Interfaces*, 42, 213-216.
- Lipnack, J. & Stamps, J. 2000. *Virtual teams : people working across boundaries with technology*. 2nd ed. New York: Wiley.
- Martins, L. L., Gilson, L., & Maynard, M. 2004. Virtual teams: What do we know and where do we go from here? *Journal of Management*, 30, 805-835.
- Montoya-Weiss, M. M., Massey, A. P. & Song, M. 2001. Getting It Together: Temporal Coordination And Conflict Management In Global Virtual Teams. *Academy of Management Journal*, 44, 1251-1262.
- Mukherjee, D., Lahiri, S., & Billing, T. K. 2012. Leading virtual teams: how do social, cognitive, and behavioral capabilities matter? *Management Decision*, 50, 273-290.
- Naoum, S. 2012. *Dissertation Research and Writing for Construction Students*, Taylor & Francis.
- Parks, M.R. and Roberts L.D. 1998. 'Making MOOsic': The development of personal relationships on-line and a comparison to their off-line counterparts. *Journal of Social and Personal Relationship*, 15, 517-537.
- Patton, M. 2002. *Qualitative evaluation and research methods*. 3rd ed, Thousand Oaks, CA: Sage Publication, Inc.
- Reed, A. H. & Knight, L. V. 2010. Effect of a virtual project team environment on communication-related project risk. *International Journal of Project Management*, 28, 422-427.

Silverman, D. 2006. Interpreting qualitative data: Methods for analyzing talk, Text, and Interaction. 3rd ed, Sage Publications. PP. 18-21.

Walther, B., & Tidwell, L. 2002. Computer-mediated communication effects on disclosure, impressions, and interpersonal evaluations: Getting to know one another a bit at a time. Human Communication research, 28, 3711-348.