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أثر استراتيجيات إدارة الفرق الافتراضية على انجاز المشاريع في البيئة التنظيمية للقطاع الخاص.

إعداد الطالب:

حسين عبدالحميد أحمد العوامي

إشراف:

د. وليد عبد الجواد سليمان صديق

د. الفيصّل عبد الحميد محمد حسن

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CHAPTER 1

Introduction

In the contemporary organizational landscape, the paradigm of virtual teamwork has become a cornerstone of flexibility, efficiency, and global connectivity. With the advent of advanced communication technologies, private sector organizations are increasingly relying on virtual team structures to execute projects, tapping into diverse talent pools irrespective of geographical constraints. The dynamics of managing virtual teams present unique challenges and opportunities, and the effectiveness of virtual team management strategies significantly influences project completion rates. This research embarks on a comprehensive exploration of the impact of virtual team management strategies on project outcomes within the organizational environment of the private engineering sector in the Kingdom of Saudi Arabia. By unraveling the complexities inherent in virtual team dynamics, this study aims to offer nuanced insights that contribute to the refinement of management strategies and, consequently, enhance project completion in private sector settings.

The rationale for this research stems from the pressing need to understand how virtual team management strategies directly influence the successful completion of projects within the private sector. As organizations grapple with the integration of virtual work structures into their operational frameworks, the efficacy of management strategies becomes pivotal. The private sector, characterized by its competitive nature and dynamic project environments, serves as an ideal context for investigating the multifaceted relationship between virtual team management strategies and project outcomes. Recognizing the strategic importance of successful project completion in achieving organizational goals, this research seeks to provide evidence-based insights that can inform decision-making processes and drive improvements in virtual team management practices.

Establishing clear and effective communication protocols is paramount for virtual team success. This involves defining channels, frequency, and modes of communication to ensure that team members stay connected, well-informed, and engaged. Regular video conferences, collaborative platforms, and concise project documentation contribute to fostering transparent communication within virtual teams.

Leveraging cutting-edge technology is essential for optimizing virtual team performance. Identifying and implementing collaborative tools, project management platforms, and virtual communication solutions that align with the organization's goals and the nature of the project can significantly enhance coordination and efficiency within virtual teams.

Building a culture of collaboration is integral to the success of virtual teams. This involves fostering a sense of shared purpose, trust, and accountability among team members. Encouraging open dialogue, recognizing achievements, and promoting knowledge sharing contribute to creating a collaborative environment that is conducive to effective virtual team management.

Strong leadership is imperative for guiding virtual teams towards project success. Leaders must possess the skills to motivate, inspire, and facilitate collaboration in a virtual setting. Team-building activities, even in the virtual space, are essential for creating cohesion and rapport among team members, fostering a sense of belonging and commitment to project goals.

Recognizing the dynamic nature of virtual team environments, strategies should be designed with flexibility and adaptability in mind. This includes acknowledging different time zones, accommodating diverse working styles, and being responsive to unforeseen challenges. Strategies

that prioritize flexibility enable virtual teams to navigate complexities and adjust seamlessly to changing project requirements.

By strategically implementing and refining these virtual team management strategies, organizations operating in the private sector can cultivate an environment conducive to successful project completion. The interplay of these strategies within the unique context of the private sector will be a focal point of investigation in this research, with the overarching aim of contributing actionable insights to enhance virtual team management practices.

Research Problem

The research problem is focused on investigating the challenges and effectiveness of managing virtual teams in the private sector. The study will explore issues like communication barriers, team cohesion, leadership strategies, and the impact of these factors on project completion within virtual teams operating in private organizations.

In addition, how can organizations effectively navigate cultural diversity, time zone differences, and communication challenges to enhance the performance and collaboration of virtual teams in the context of global projects in private engineering sectors?

This section will outline the challenges faced by private sector organizations in managing virtual teams and the impact of these challenges on project completion rates. It will establish the need for effective structured approaches to overcome these obstacles.

Identifying gaps in research helps highlight areas where further investigation is needed. In the context of this research and some potential gaps could be:

- **Limited Focus on Private Sector:** Existing research might predominantly concentrate on virtual team management in general, with less specific focus on the private sector. This gap could entail the need for insights and strategies tailored to the unique dynamics, challenges, and needs of private sector organizations.
- **Insufficient Investigation into Strategy Efficacy:** While studies may have examined general strategies for virtual team management, there might be a gap in exploring the effectiveness of these strategies specifically in relation to project completion within the private sector.
- **Lack of Emphasis on Diverse Strategies:** There might be a gap in understanding a broad range of strategies used in the private sector, including how different industries or organizational sizes implement and benefit from various virtual team management approaches.
- **Underexplored Impact of Leadership Styles:** Current research might not thoroughly analyze the influence of different leadership styles on project completion within virtual teams operating in private sector organizations.
- **Scarcity of Comprehensive Data on Challenges:** Research might lack a comprehensive assessment of the challenges faced by private sector virtual teams, particularly how these challenges directly impact project completion rates.

Filling these gaps could involve conducting specific studies that deeply explore the nuances of virtual team management strategies in the private sector, particularly how they impact project completion. Further investigations could involve diverse case studies or in-depth analyses of the interaction between different strategies, leadership styles, and challenges within the private sector's virtual team environments.

The Importance of the Research

The study on the impact of virtual team management strategies on project completion within the organizational environment of the private sector holds paramount importance in the contemporary business landscape. Firstly, understanding the dynamics of virtual teams is crucial as organizations increasingly adopt flexible work arrangements. As remote work becomes more prevalent, identifying effective management strategies becomes a strategic imperative. The findings of this study will provide valuable insights into the specific approaches that lead to successful project completion in virtual team settings, enabling organizations to optimize their operational efficiency.

Secondly, the research addresses a significant gap in the existing literature by delving into the private sector context. While virtual teams have become commonplace, the nuances of managing these teams in the private sector, where project completion often directly translates into organizational success, warrant specialized attention. The study contributes to filling this gap by examining the unique challenges and opportunities faced by private sector organizations, offering tailored recommendations for optimizing virtual team management strategies.

Lastly, the study's outcomes have practical implications for organizational leaders, project managers, and decision-makers in the private sector. By uncovering the impact of virtual team management strategies on project completion, the research equips leaders with evidence-based insights to make informed decisions. Implementing effective strategies identified through the study can lead to increased productivity, reduced project timelines, and ultimately, a competitive advantage in the dynamic and evolving landscape of the private sector. The study's importance lies not only in contributing to academic knowledge but also in providing actionable intelligence that can directly influence the success of private sector organizations navigating the complexities of virtual team dynamics.

Objectives of the Research

The primary objective of the research is to investigate and comprehensively understand the dynamics between virtual team management strategies and project completion within the context of private sector organizations in the kingdom of Saudi Arabia. The study aims to contribute valuable insights into the specific strategies that enhance or hinder project completion rates, considering the unique challenges and opportunities prevalent in private sector settings. By addressing this objective, the research seeks to bridge the existing gap in literature and provide a nuanced understanding of how virtual teams operate and succeed in private sector environments.

A secondary objective of the research is to identify and catalogue the various virtual team management strategies commonly employed by private sector organizations. Through a thorough examination of the strategies in use, the study aims to create a comprehensive inventory that can serve as a practical guide for organizations looking to optimize their virtual team management practices. This objective aligns with the broader goal of offering practical, real-world solutions to the challenges faced by private sector organizations in ensuring the successful completion of projects within virtual team structures.

Furthermore, the research seeks to evaluate the correlation between the identified virtual team management strategies and project completion rates. By employing both qualitative and quantitative research methods, the study aims to establish empirical evidence on the effectiveness of specific strategies in influencing project outcomes. This objective is critical for establishing a causal link between the applied virtual team management strategies and the ultimate success or failure of projects within private sector organizations.

Lastly, the research aims to investigate the challenges faced by private sector organizations in implementing virtual team management strategies and how these challenges impact project completion. Understanding the obstacles and barriers to effective strategy implementation is integral to providing practical recommendations for overcoming these challenges. This objective aligns with the overarching goal of offering actionable insights that can inform organizational leaders and managers in the private sector, enabling them to make informed decisions to enhance project completion rates within virtual teams.

Research Questions (Research Hypotheses)

This research can address various questions related to virtual team management and project completion in the private sector, such as:

- **Communication:** How do communication strategies impact project completion in virtual teams?
- **Leadership:** What leadership styles and approaches are most effective in managing virtual teams for successful project outcomes?
- **Challenges:** What are the key challenges faced by virtual teams in the private sector, and how do these challenges impact project completion rates?
- **Technology:** How do different technological tools and platforms influence the management and productivity of virtual teams in project environments?
- **Cultural and Diversity Impact:** How does cultural diversity within virtual teams affect project completion, and what strategies can mitigate potential issues?
- **Performance Metrics:** What specific performance metrics can be used to measure the success of virtual team management strategies in project completion?
- **Best Practices:** What are the best practices that can be adopted by organizations to enhance project completion rates in virtual team environments?

Answering these questions can provide valuable insights and recommendations for improving the management of virtual teams and, consequently, the successful completion of projects in the private sector.

Managing virtual teams in the private sector has become increasingly important, especially in the context of project completion. Below is a conceptual model outlining the impact of virtual team management strategies on project completion in the organizational environment of the private sector, along with associated hypotheses.

Conceptual Model:

Independent Variable: Virtual Team Management Strategies

1. **Communication Strategies:** Utilization of efficient communication tools, frequency of communication, clarity, and transparency in communication within virtual teams.
2. **Technological Infrastructure:** Quality and accessibility of technological tools, platforms, and resources available for virtual collaboration.
3. **Team Building and Leadership:** Strategies to foster teamwork, trust, and leadership development within virtual teams.

Dependent Variable: Project Completion

Hypotheses:

Hypothesis 1 (H1):

Communication Strategies significantly impact project completion in virtual teams.

Explanation: Effective communication among team members in virtual environments is expected to positively influence project completion due to reduced misunderstandings, increased alignment, and quicker issue resolution.

Hypothesis 2 (H2):

Technological Infrastructure significantly influences project completion in virtual teams.

Explanation: A well-equipped technological infrastructure in virtual team environments is expected to positively impact project completion by facilitating seamless collaboration and reducing technological barriers.

Hypothesis 3 (H3):

Team Building and Leadership significantly impact project completion in virtual teams.

Explanation: Strong team building activities and effective leadership in virtual teams are expected to positively influence project completion by fostering trust, synergy, and coordinated efforts.

Hypothesis 4 (H4):

There is a positive relationship between effective virtual team management strategies and project completion.

Explanation: A combined effect of efficient communication, technological infrastructure, and strong team building/leadership within virtual teams is expected to positively impact project completion.

Hypothesis 5 (H5):

The interaction between communication strategies, technological infrastructure, and team building/leadership has a cumulative effect on project completion.

Explanation: The combination of effective communication, robust technological infrastructure, and strong team dynamics is expected to have a more substantial positive impact on project completion than any individual factor alone.

This conceptual model and associated hypotheses provide a framework for understanding the relationships between virtual team management strategies and project completion within the private sector's organizational environment. Testing these hypotheses through empirical research and data analysis can offer valuable insights into optimizing virtual team management strategies to enhance project completion rates.

Previous Studies

Previous studies on the impact of virtual team management strategies on project completion within the organizational environment of the private sector have laid a foundational understanding of this dynamic field. Researchers have delved into the challenges and benefits associated with virtual teams, often emphasizing the need for effective management strategies to navigate the complexities of remote collaboration. These studies have examined various aspects of virtual teams, including communication structures, leadership styles, and the integration of technology, offering valuable insights into their influence on project outcomes.

One notable focus in prior research has been the examination of communication strategies within virtual teams. Studies have explored the effectiveness of different communication channels, the impact of cultural diversity on communication, and the role of clear communication in project success. Understanding the nuances of communication in virtual teams is essential, as it directly affects coordination, collaboration, and ultimately, project completion rates in the private sector.

Additionally, previous research has investigated leadership styles in virtual team settings. Scholars have explored how different leadership approaches, such as transformational or participative leadership, influence team motivation, engagement, and project outcomes. Identifying effective leadership strategies in the private sector is crucial for ensuring that virtual teams are led in a way that maximizes their potential and contributes to successful project completions.

Technology integration within virtual teams has also been a focal point of prior studies. Research has examined the role of technology tools, collaboration platforms, and project management software in enhancing or hindering project completion. Understanding the impact of technology on virtual teams is particularly pertinent in the private sector, where efficient and streamlined processes can directly contribute to organizational success.

In conclusion, previous studies on the impact of virtual team management strategies in the private sector have provided valuable insights into the intricacies of remote collaboration. These studies have contributed to a growing body of knowledge, emphasizing the importance of tailored strategies for effective communication, leadership, and technology integration. Building upon this foundation, the present research aims to further refine our understanding and offer specific insights into the optimal virtual team management strategies for successful project completion in the private sectors inside the Kingdom of Saudi Arabia.

Methodology and Research Methods

The methodology and research methods proposed for investigating "The Impact of Virtual Team Management Strategies on Project Completion in the Organizational Environment of Private Sector" are integral to ensuring a robust and comprehensive study.

1. Research Design: The study will adopt a mixed-methods research design, combining both *qualitative and quantitative approaches*. This hybrid design allows for a holistic understanding of the research problem, capturing both the depth of individual experiences and the breadth of organizational practices. *Qualitative methods* involve gathering non-numerical data such as interviews, focus groups, or content analysis, will provide rich insights into the nuances of virtual team management, while *quantitative methods* involve collecting numerical data through surveys and questionnaires will enable the collection of structured data for statistical analysis. This combination is particularly advantageous for exploring the multifaceted dynamics of virtual teams in the private sector.

2. Sampling Strategy: The research will employ a stratified random sampling approach to ensure representation across different industries and organizational sizes within the private engineering sectors in Kingdom of Saudi Arabia. This method enables the selection of participants from various private sectors, enhancing the generalizability of the findings. Participants will include employees, managers, and executives involved in virtual team management, offering diverse perspectives on the impact of strategies on project completion.

3. Data Collection Methods: Qualitative data will be gathered through semi-structured interviews, allowing for in-depth exploration of participants' experiences, perceptions, and challenges related to virtual team management. Additionally, quantitative data will be collected through questionnaires designed to capture numerical information on the prevalence and effectiveness of specific strategies. The use of both methods will facilitate a triangulated analysis, enhancing the credibility and validity of the study.

4. Data Analysis: Qualitative data will undergo thematic analysis, identifying recurring patterns, themes, and relationships. This method allows for a nuanced interpretation of participants' narratives. Quantitative data will be analyzed using statistical tools such as SPSS, examining correlations between virtual team management strategies and project completion rates. The integration of both qualitative and quantitative findings will provide a comprehensive understanding of the research problem.

5. Ethical Considerations: Ethical considerations will be prioritized throughout the research process. Informed consent will be obtained from all participants, ensuring they are aware of the study's purpose and their rights. Confidentiality measures will be implemented to protect participants' identities, and steps will be taken to minimize any potential harm. The research will adhere to ethical guidelines and standards to maintain the integrity of the study and respect the well-being of participants.

In summary, the proposed methodology combines qualitative and quantitative methods to investigate the impact of virtual team management strategies on project completion in the private engineering sectors in Kingdom of Saudi Arabia. This approach ensures a comprehensive exploration of the research problem, with careful attention to ethical considerations and a commitment to producing valid and reliable results.

Research Tools (Data Collection Tools)

For the qualitative aspect of the study, semi-structured interviews will be employed as the primary data collection tool. A semi-structured format allows for flexibility, ensuring that the conversation flows naturally while still maintaining a focus on key research questions. The interview protocol will be carefully designed to explore participants' experiences with virtual team management strategies, challenges faced, and perceptions of their impact on project completion. Probing questions will be included to delve deeper into specific aspects, such as communication, leadership, and technology utilization within virtual teams.

Surveys will serve as the primary quantitative data collection tool, providing a structured and standardized approach to gather numerical information. The survey instrument will be designed to quantify the prevalence of different virtual team management strategies within the private sector. Likert-scale questions will be employed to assess the effectiveness of these strategies in relation to project completion rates. Additionally, demographic questions will be included to capture variations in responses based on participants' roles, industries, and organizational sizes.

The survey will be carefully crafted to ensure clarity, reliability, and validity. It will consist of multiple sections, covering topics such as communication strategies, leadership styles, technology usage, and challenges faced in virtual teams. Closed-ended questions with predefined response options will facilitate quantitative analysis, allowing for statistical comparisons and correlations. The survey design will also incorporate skip logic and branching to tailor questions based on participants' previous responses, ensuring relevance and engagement.

Before the full-scale implementation of the survey and interview protocols, a pilot study will be conducted with a small sample of participants. This pilot phase aims to identify any ambiguities or potential issues in the questions and refine the instruments accordingly. Following the pilot, the tools will be further validated by consulting with experts in virtual team management and project completion to ensure that the questions accurately capture the intended constructs and provide meaningful insights.

The combination of qualitative and quantitative data will enable a comprehensive analysis of the research problem through triangulation. By comparing and contrasting findings from both types of data, the study aims to enhance the overall validity and reliability of the results. The integration of qualitative insights from interviews with quantitative patterns identified through surveys will provide a holistic understanding of how virtual team management strategies impact project completion in the private sector.

Fields of Research and Research Limits

The examination of virtual team management strategies in the private engineering sector involves a comprehensive exploration across three key fields of study: human, spatial, and temporal dimensions. In the human domain, the study seeks to understand the intricacies of team dynamics, leadership styles, and interpersonal relationships within virtual teams in the engineering private sector. This includes investigating how the human element influences decision-making processes, communication effectiveness, and overall team cohesion, all of which are pivotal for successful project completion.

Spatial considerations play a significant role, especially in the context of the private engineering private sector. Given the often dispersed nature of engineering teams across different locations, the spatial field of study aims to unravel the impact of physical distance on collaboration, coordination, and knowledge sharing. Understanding how spatial factors influence the selection and utilization of virtual collaboration tools is crucial for developing strategies that address the specific spatial challenges faced by engineering teams in the private sector.

Temporal factors, encompassing project timelines and the dynamic nature of work, constitute another critical field of study. In the private engineering sector, where projects often have stringent timelines, understanding how temporal factors influence team productivity, adaptability to changing requirements, and overall project success is imperative. The study will investigate the role of time management, responsiveness to project changes, and the effective utilization of temporal flexibility afforded by virtual teams in the engineering domain.

The integration of these three fields—human, spatial, and temporal—creates a comprehensive framework for analyzing the impact of virtual team management strategies on project completion in the private engineering sector. It involves exploring the interplay between human factors such as leadership styles and team dynamics, spatial challenges related to team dispersion, and temporal considerations regarding project timelines and adaptability. This interdisciplinary approach aims to provide a nuanced understanding of how these dimensions interact and influence the overall success of engineering projects in a virtual team environment.

For example, the study may delve into how leadership styles impact the spatial coordination of engineering teams across different locations and how temporal factors, such as project deadlines, influence decision-making processes within virtual teams. By examining these intersections, the research seeks not only to contribute valuable insights to virtual team management strategies but also to provide actionable recommendations tailored to the organizational environment of the private engineering sector. The ultimate goal is to enhance project completion rates by addressing the unique challenges posed by the convergence of human, spatial, and temporal dimensions in the context of virtual team management.

This research proposal aims to investigate the impact of virtual team management strategies on project completion in the organizational environment of the private sector. However, it is essential to acknowledge potential limitations that may arise throughout the study. Firstly, the research may face challenges associated with self-reporting bias. The reliance on data obtained through surveys or interviews could lead to participants providing responses that are socially desirable or not entirely reflective of their actual experiences. To mitigate this limitation, the research will emphasize confidentiality, anonymity, and employ diverse data sources to triangulate findings,

ensuring a more accurate representation of the impact of virtual team management strategies on project completion.

Another limitation to be addressed is the potential lack of generalizability of the findings. The sample selection process will be carefully considered during the research design phase to ensure representation from various industries, organizational sizes, and geographic locations within the private sector. However, it is crucial to acknowledge that the findings may not be universally applicable to all private sector organizations due to the inherent diversity within this sector. The proposal will outline strategies to enhance external validity, such as employing a stratified random sampling approach and conducting subgroup analyses to identify potential variations in the impact of virtual team management strategies across different organizational contexts.

Additionally, the dynamic nature of the private sector and evolving technologies may pose a limitation. Virtual team management strategies are subject to continuous change and adaptation to emerging technologies. To address this, the proposal will incorporate a mechanism for ongoing review and potential modification of research methods to ensure the relevance of the findings to contemporary organizational practices. By transparently addressing these limitations in the proposal, the research aims to strengthen its methodological rigor and contribute meaningful insights into the complex relationship between virtual team management strategies and project completion in the private sector.

Summary: الملخص

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Recommendations

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College of Management

Department of Management / Master of Project

Management

**The Impact of Virtual Team Management Strategies on Project Completion in the
Organizational Environment of Private Sector.**

Prepared by:

Hussain Abdulhameed Ahmed Alawami

Supervised by:

PhD. Walid Soliman

PhD. Alfaisal Hassan

Year:2023