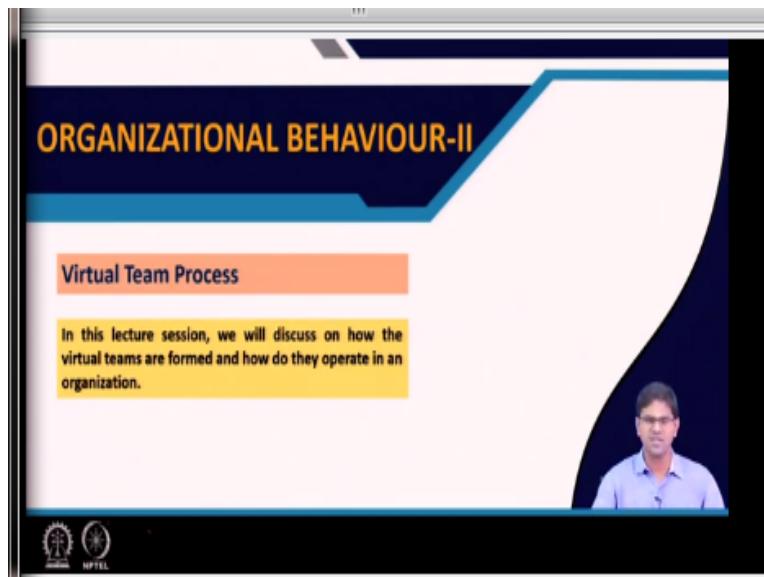


Organizational Behaviour-II
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Lecture-54
Process of Virtual Team Development

Welcome to lecture 4 of module 11, where in our previous lectures we were discussing about what is virtual team, different types of virtual teams. And then we also discuss about various models of virtual teams. In today's lecture, what we are going to discuss is? We are going to discuss about process of virtual team development, how do we develop a virtual team? Let us say you are in an organizations or maybe in your educational sector where you wanted to create a virtual team. So, what are the sequences steps one has to do to create a better virtual team?

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And we will also discuss the lifecycle of a virtual team. So, this will essentially provide you input and understanding maybe potentially you being a member in a virtual team or maybe you become a leader or a manager in a workplace. If you wanted to do manage virtual team, the understanding about the development of the virtual team and also the lifecycle of virtual team will provide you a more insights about how do you as a manager or how do you as a member in a virtual team is going to function effectively.

And so that you are primarily going to help your organization achieve the goals at the same time you also want to grow from your position or maybe professional front. So, let us get into the lecture today.

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The slide is titled "Virtual Team Process" in an orange header. The main text is on a yellow background and reads: "The virtual team is formed and in operation, creating a unique identity for the team with which all the team members can be related with. The process of virtual teams can be discussed step by step as follows:" followed by a numbered list item "1. Giving a name to the team". Below this, it says "It is better to give a formal label that clearly describes the identity and functions of the team. This gives an opportunity to face the people both inside and outside the team." and "It can even be a short abbreviated name for the internal conversation purposes to give a unique identity of the team and its members." To the right of the text is a colorful illustration of people in a virtual meeting, and below that is a red circular stamp with the letters "ABC" and a checkmark. A small video inset in the bottom right shows a man speaking. Logos for IIT Bombay and NPTEL are in the bottom left corner.

Now, so when we I am going to go with a sequences, when you talk about the virtual teams why do we want a virtual team? Yes, a virtual teams are formed in an organization to tap the existing expertise or skills of the people who operate beyond the geographical locations, they are dispersed geographically we are trying to connect them to work on a project or a task or a goal. Now, the first activity for a development of a virtual device giving a name to a team, it is very much important if when you want to develop a team when you want to create a virtual team, you have to give a name to your team.

So, it is kind of creating a label, a formal label that will clearly describe the identity and function of the team. Imagine that now you are in an organization and there are multiple teams imagine the case that yes, there are so many teams are already there and probably now you are creating a virtual team. So, now what is important? Why it is important to give a name? It will give an identity; let us say I am going to call this team a virtual team as ABC.

The moment you give a name the members belong to the team are able to refer that I belong to this ABC and that create an identity. And also it will say why the purpose of the formation of the

team will also talk about the functions of the team? So, this gives an opportunity to for the people inside the virtual team to face people inside for example, as I said this is an organization. So, when I become a member of this team, so I get an identity that yes, I belong to ABC, when I introduce myself whenever I identify myself in an organizational setup, I refer to that, yes I am a member of ABC team.

So, this is important, primarily not only inside my team, it is also within my organization. Yes, when I wanted to interact with the other team members, I refer to my team name. Similar is the case that now when you want to interact outside the team as well, you will be able to refer to that yes, this is what my identity is. Now even it may be better that if you can create a team names within a shorter format or in a abbreviation form is also will be giving you an identity.

So, the first thing to do for a virtual team creation is that yes, you develop a name or you create a name for the virtual team, that becomes an identity for them. Because whenever we are talking about working in a group or working in a team, the identity plays a critical role. Everybody will always refer to some identity, let us say you are working in a company, you may going to introduce yourself to outside.

Well, you always want to refer yourself to some group you belong to, either you introduce yourself to the institutions you are belong to maybe you refer to so and so, XYZ college, I am from so and so this college or maybe I from this company. So, we always refer to identify ourselves with a social group. So, when you want to create a virtual team, it is important especially people are already geographically dispersed. They do not have a physical work setups or not physically meeting to discuss about the work on the other aspects of the workplace, it is important that you create an identity for them.

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Virtual Team Process

2. Describing the purpose of the team

It is fact that there is a pre-defined organizational reason for the creation of virtual team. It is also important to reach this reason in a more tangible form to the team members.

The reason should be very clearly put across to each team member so that all of them are able to remain tagging in the same page and equally motivated and committed to this purpose.

Handwritten notes in red: 'Why Existence' and 'How' with an arrow pointing from 'Why' to 'How'.

Then, once I create an identity, what is next? So, yes, I created a name, now I should describe the purpose of the team. So, essentially, yes, I have to give a name, now I have given a name, now what is next? So, I need to describe ok, why this team has been formed? The purpose of the team should be clearly defined. So, reason for the creation of the virtual team and state that ok, why these members have been added to this team?

And you should be clearly describe that ok. So, what is our goal? What are the tasks? And how long we are going to be in the team? And being a part of this team, what do you have to deliver? And what is your role within the team? So, you need to clearly describe the purpose of this team. So, why and existence and also relate how it is going to help (05:46) an organization to achieve it is goal.

So, what is your relevance of the creation of this virtual team in the organization context you know it is not about only why part of this group? But in a larger context, how this team is going to be helping in organization to realizing or making reach the goal of an organization. So, the second one after the name described the purpose of a team.

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Virtual Team Process

3. Putting together into a Team Directory-

It is necessary to have a Team Directory to reach out to the other colleagues of an organizational team.

The team should create a catalogue with information on each team member's location, time zone and contact details of the communication media they would use, for example emails, phone numbers, instant messaging or Skype id etc. This should be shared with all the members in the team.

Then third one, now you need to putting together into a team directory. So, team directory now, it is necessary to have a team directory to reach out to the other colleagues of an organizational team. So, why we all are have a team directory? Because the other members in an organization or probably there can be multiple teams working in an organizations for collaborations or maybe for a coordination and many other reasons.

So, you exist as one team in an organization there can be multiple other teams, it is important that yes, you create a team directory. The details about who are the members, their contact details, because it is important, they are not working in a physical work setup. So, it is essential and important to create a directory, how you can reach out to the members, who are those members, what are their contact points, probably their contact details and then email details.

So, what kind of a media you can reach out to them? So, their email, phone numbers, and skype ID, probably the social media handles as well. So, this should be shared with all members in a team, why it is important because, so during the pandemic time when the last one year people would have experienced this. Now, we are having an online meeting or probably working on a working platform, maybe because of the network issue or because of some other technical glitches, it is likely probable that yes, some of them are not able to contribute.

So, you are in an important work, it is a collaborative work how do you reach out to them? You should have an information about all the details of the each of the members of the team. So, it is important that you create a team directory, which comprises of the name, contact details and any other ways to reach out to the person. That has to be shared to the team members and also to be readily available with the organization, so that the interdepartmental coordination is also possible. So, that is the third important thing to do when you want to form a virtual team.

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The slide is titled "Virtual Team Process" and features a yellow box with the following text:

4. Action planning to achieve the goals

This involves planning to align the team on how to meet their assigned tasks effectively. A well-defined and understood action plan sets the team in motion guiding them in right direction.

The slide also includes a diagram of a virtual team structure with a central laptop and various icons representing team members and communication. A presenter is visible in a small video feed in the bottom right corner. Handwritten red notes on the slide include: "Guidance → Action Plan", "Sequence ↓", "Virtual Connected", "5-10", "1st half", "Virtual Teams", and "Purpose/Goal".

Then let us go to the next. So, now you have to create an action planning. So, you plan to achieve the goals. Now, I know the purpose, now you have to involve in planning to align how team is going to or reach out the goal? So we need to well defined and understood action plans should be provided, that is essential why it is essential when you talk about an action plan? Let us say I have a goal of A, now I have my 5 to 10 team members and there we are all virtually connected.

Now comes yes, goal is set and my team is known and the goal and purpose was we can use interchangeably, now this is set. Now I need to come up with an action plan, how are we going to achieve and travel towards realizing this goal? So, now you need to maybe create multiple set of activities and tasks and who is going to coordinate maybe team member 1 and 3 and 3 to 6 and probably 1 to 10 all members.

Maybe multiple set of activities, you will come up with different set of activities to do to achieve the goal. Then it has to be clearly well defined action plan has to be done, so that it will always guide the virtual team to realize the goal, it is very important. Because as we say it is already a virtual team unless otherwise there is no clear guidance. So, how do you create the guidance in the form of action plan? So, action plan, how do you make the action plan? It has to be in a sequence, of course there can be potentially something can pop up immediately.

That will be definitely the problem solving nature; every team will encounter this kind of situations. That will be handled based on the interactions patterns or the dynamics in the team, you will be able to handle or your leader will play critical role in handling those kinds of issues or the disturbances which are arising out in the team. But especially when you are talking about action plan, yes it has to be in a sequence, so that it will act as a guiding principle where the teams to enable them to drive towards achieving the goal which are set before the team. So, then comes what?

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The slide is titled "Virtual Team Process" in an orange header. Below the header, a yellow text box contains the following text:

5. Laying down process flow with task interdependencies

In virtual team, the spirit is to break down the vision and mission statement into tangible goals and further into simple tasks with key result areas that are easily measurable.

It is best to make use of a flow diagram to explain this along with representing interdependencies in this. This gives a clear picture of how to reach the goal and how to maintain sustainability of the team.

To the right of the text box, there is a red flow diagram with nodes labeled A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z. The diagram shows a sequence of tasks with arrows indicating dependencies. A laptop icon with various communication icons (like a phone, mail, and social media) is positioned above the flow diagram. In the bottom right corner of the slide, there is a small video inset showing a man in a blue shirt.

Now, you need to lay down the process flow with the task interdependencies. So, when we talk about yes, the goals, action plans are made, now you have to lay down the process flow. Now, what is the flow? Now the flow diagram everybody we know that, so A leads to B then probably here there can be 2 possible outcomes let us say C D then what kind of outcome it will lead to? I am just making some example of the flow then you have a flow.

So, now you have to see and create this process for flow and then you see what are the tasks interdependency. Probably you have people working in multiple tasks or maybe you see that some tasks are interdependent. For example, let us say E is a task where C and D has to contribute to at C, so there is a interdependency between these 2 tasks. So, let us say A, B, C, D are a task and E, F this is a end outcome, ok let us call it as an outcome. Now, see now there is an interdependency.

So, you have to clearly state down or clearly provide the process flow, so that you know that clearly the all team members what is the workflow? Process flow is going to happen, how? Who is going to perform what? And what are the tasks are interdependent? What are the tasks are independent in nature? How the coordination has to happen? And how do we facilitate the coordinations?

And maybe people work in different time zones or maybe they are in a task are different maybe, handling the client, somebody may be handling the client, somebody may be probably handling the interdependencies or interactions between the people. So, the process flow will also help you to provide a clear goal or a clear picture for the team to yes, see how do we able to achieve? So, this will also enable them to sustain the team performance that is very important.

So, creation of the process flow with clearly identifying, what are the tasks which are going to be interdependent? What are the tasks which are independent in nature? Who are the people going to be involved? How do we? Because this process flow will definitely going to hint out, how the coordination is going to happen between the people or probably if there is a requirement of in between teams as well. So, the process flow has to be clearly stated, so that you will be able to guide the team to function effectively.

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Virtual Team Process

6. Scheduling timelines

It is desirable that once the work flow diagram is developed, the process becomes always easier for most of the team members to track their performance in the context of allotted time for that.

A rough estimate of the timeframe for each task must be given for each team members of virtual teams.

*Self-Designing
Team
Schedule / Timeline*

Tracking Performance

*1W / 2W / 3W / 4W
1W / 2W / 3W / 4W*

Then comes scheduling timelines. So, now it is very important as you know even if in the previous lecture, we discussed we expect each team member to be self independent and self disciplined, self committed and disciplined, why? Because there is no close monitoring is possible in a virtual box setup. So, in this setup, it is very important schedule or probably you are talking about a timeline, which is going to provide you a strong push or a driving factor in a virtual team setup because without a schedule or without a pressing timeline or maybe within what time you have to deliver?

Within how many days, within how many weeks, how you are going to do? This is very much important to ensure or maybe it will also act as a checkpoints for the virtual teams. Because this will say, so this is how we are going to start. So, let us say week, I am going to put week 1w, w refers to week. So, second week, third week and fourth week, so I have set up duties, same duties here as well, so now there is a timeline.

So, this will also function as tracking the performance of the employees. Every week leader or team has to report and provide. For week 1, what has been done? And if everything has been completed or something has been pending, so are you going to take it over the next week or probably you wanted to put an end to it? So, this I also act as tracking the performance. So, this timelines or the schedule is one of the important factor where especially when you want to manage the virtual team.

As we say, yes, there is a challenge; there is a limitation that you cannot have a close monitoring on the team performance. Of course, now the platform is able to help you to track what they are doing but you are not having a one on one eye contact or interactions with the people. So, the schedule and timeline will be important to guide your virtual teams and you will also act as a driving force or a driving factor to push the team members to continue to perform, continue to work. So, this is the very important activity.

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Virtual Team Process

7. Clearing roles & accountability

It is best to compile a responsibility index to see which members will be involved in each of the task.

This will avoid ambiguity and help to bypass the unnecessary involvement of those who are not required for the particular tasks. For successful completion of each task one member should be made accountable.

This promotes shared leadership and reduces the management burden.

A	
B	
C	
D	

Then comes clearing the roles and accountability. So, it is always best to compile a responsibility index to see which members will be involved in each of the task. So, as we refer to the same flow, I am going to take back to the same flow, B and we refer to C, D, E, I am just stopping here. So, now I would say each of these denotes a task, now there should be a clear responsible index to be created.

A is a task; create a table, so A is a task, who is going to be perform? B is a task, who will perform? C is a task, who will perform? Similar is the case, you have to create a clear responsible index for identify, so that now you will also very clearly who is doing what? Probably in some of the tasks, 2 people may be involved in 2 different tasks and that will also ensure that how the coordination or how the adjustment has to be done.

So, then it should be very clearly providing and try to avoid ambiguity in the responsibilities and roles to be provided. So, this will actually provide very clear indications to the leader or it also provides a very good information to the leader to see how I am going to manage my team? How the team is going to perform? And what are the task is been assign to each of the member? And this will also promote a shared leadership, now because I am delegating the responsibility my team members and probably it also reduce management burden.

The clear indication of the responsibilities and what are task is being carried out and by whom? And this will provide a more clearer information for 2 reasons, one is about to identify who is going to do what? And it is also helping you to see how do we track whether this particular person is doing it or not? So, this is important.

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Virtual Team Process

8. Setting the team reporting structure

Though virtual teams favor flatter structures but for the purpose of smooth work flow, it is necessary to outline the task & process leadership both vertically and horizontally.

This will inform people to whom they should reach out to in time of need. This will bring transparency of organisational operation and management and will promote better societal relationship with the organizations and its teams.

The slide features a network diagram with nodes and connecting lines, a red double-headed arrow, and a small video inset of a man in a blue shirt. Logos for IIT Bombay and IIT Madras are visible at the bottom left.

Then comes the next important activity is setting that team reporting structure. So, this is essentially an important activity in respect of whether it is a virtual or physical team setup, so this team reporting structure has to be clearly created. Especially when we talk about virtual teams, we always try to see it is a more of a flat structure, meaning that there is no hierarchy structure. Like when you talk about line authorities where we know, it will start from the general manager to the associate manager, then the assistant manager, probably.

So, this kind of hierarchical line structure may not be there, it is more of a flat structure. Because you are not to facilitate more easy workflow or the interactions pattern but you have to create a reporting structure. Who is going to report to whom? So, who is going to be accountable for supervising somebody? Or maybe ensuring that yes, my team is performing. So, unless otherwise it will be very difficult to track or identify the person who is accountable for the deliverable in the organizations.

Because the very important fact is that every team which are formed has some deliverables, meaning that the goals. So, now when we say goals or a deliverables and who is going to own the deliverables? Who is going to take the responsibilities? Who is going to be accountable? How do we know? So, what will happen? We are going to divide the goal into multiple tasks. So, each task is already assigned to because as I said responsible index.

Now, so each one has to report to somebody, each one has to provide a report. So, now you have to create a reporting structure who is going to report to whom. And that meaning it is also indicate that yes, this particular person is going to be a responsible person to oversee the performance of those team members. So, you have to clearly create a reporting structure and you will also enable you to come up with some transparent organizational operations.

And you will also see that who is going to supervise somebody or the facilitation factor or may be the guidance factor, it is all considered upon the reporting structure. So, you have to create a team reporting structure, how the team members are going to report to whom and how is the structure has been decided and from the team how it will be communicated with the larger organizations.

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Virtual Team Process

9. Developing an effective media plan

The physical distance is the basic characteristic of the virtual team, as a result of which it is highly important to develop a media plan. The plan itself will explain frequency of interaction, type of media to be used and comfortable time frames.

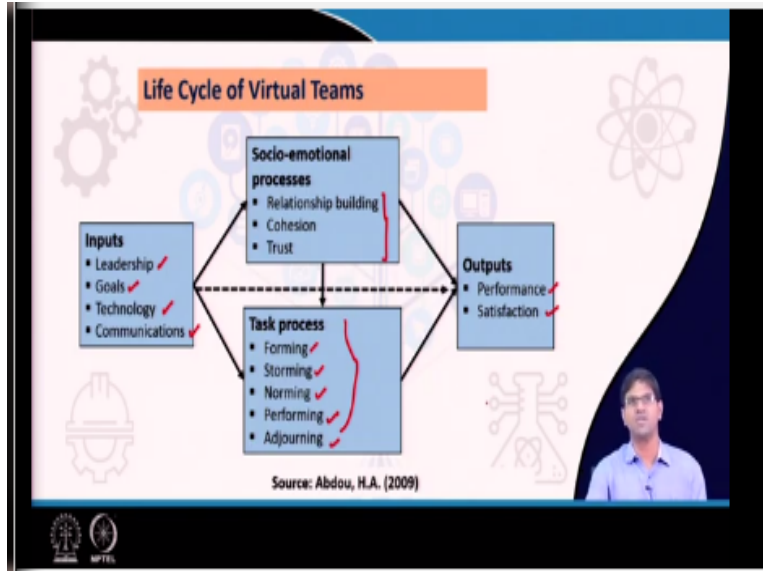
The members of the team will accordingly arrange time and adopt the media channel for necessary interaction and sharing their opinions.

The slide features a network diagram with nodes and connecting lines, and a small video inset of a man in a blue shirt speaking. Logos for IIT Bombay and IIT Madras are visible at the bottom left.

Then the last one is about developing an effective media plan. So, when you were talking about media plan which is nothing but we are talking about ICT tool, information communication technology tool. So, we already that yes, virtual team have to be provided with some technological tool to interact, collaborate and work. So, which is very important that you have to identify which platform, which tool, which ICT tool which is going to help us based on kind of interactions we are going to have or are we a team we are going to have a frequent interactions?

Or are we a team maybe we have a limited interactions or probably we need more of a file sharing or a collaborative work platforms. So, based on the requirement; based on the kind of necessities in your team formations, you have to choose a right media and the right platform to work with. So, these are all the 9 things are very much important when you wanted to develop a virtual team. So, starting from naming a team until you develop a effective media plan, which are talking about now how do we identify which tool will be very effective tool or a right tool to facilitate better team management in a virtual setup?

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So, now from here we are going to talk about a life cycle of a virtual team. So, what is the life cycle? From the time they enter or become a member of a virtual team during till the time you deliver and disperse or I would say dissolving a team. So, that is the whole lifecycle of a virtual team. So, now let us understand some of the factors which are we are going talk about. So, when we talk about life cycle, there is an entry point, there is an exit point.

So, let us say talk about when we form a virtual team, there are some inputs require. So, what are those inputs? One is and I will start with the goals. So, yes, every team when you form a virtual team, of course you have a purpose. There is a goal assigned to each of the team, when we form a virtual team. Then comes we need a leadership, yes, we need a person who is going to facilitate or who is going to influence the team members.

And as in the previous lecture as we discussed it can be a team level leadership or maybe an individual level leadership. So, there should be a leadership requirement that will also be an input. Yes, there will be an assigned leader in the team who is going to coordinate and ensure that yes, team is able to function effectively or continue to perform. Then comes there is a technology and communication.

Yes, virtual team essentially the technology support is a one of the prerequisite or I would say it is one of the critical factors for the virtual teams. Then about the communications, so what kind

of a communication we are gonna have, the interactions patterns? Everything is become a input. Now comes the process, so there are 2 different processes will happen in any team setup. One is about socio-emotional process, what is socio-emotional process? Socio-emotional process essentially going to talk about we as a human being and we are all human being in nature.

So, when we work in a group, meaning that more than 2 people are working together and we will have a socio-emotional process. Some people will create relationship bonding and we are also develop a trust within the team members. Because it is important to develop some of the relationship building activities within the team member before you perform, then we also expect a cohesiveness.

Yes team members who wanted to work together who wanted to stay together and they like to be always to be together. Now comes the trust also, these are the 3 important things which will happen in the socio-emotional process, where trust is an important factor. Because of the interactions you go through and the kind of trust you develop between the members, then you will also see that subsequent performance. Then if you look at the task process, when you wanted to perform the task and you will also see there are 5 stages of team development.

If you remember that we discussed these 5 stages in a group development process. Yes, irrespective of whether it is a physical work setup or a virtual team, every team will also go through this process where is a forming. Forming is a initial stage where all the members come to know each other, introduce themselves. And where we talk about a storming phase, where each members identify their differences or where do they differ, their difference of opinions, all that stage happens in a storming phase.

Then comes the norming as after I know what are the differences between these of the members and then we collectively decide some of the norms, how do we function within a team? So, what are the some of the protocols we as a team decides in terms of interactions or in terms of supporting, in terms of conflict negotiations or in front of conflict management can be in any forms. So, you will enter into norming stage then you will perform.

Yes, as a team you determine what are the standard operating procedures within your team based on the consensus arrived within the team after you go through the storming phase, now you are performing. Then after you complete your task you will get into the adjourning phase. Now comes you see that yes, there is an input, there is a process which are happening now. Then we are eventually going to the outputs, what is this output?

Outputs are measured on 2 terms; one is on the performance, another as the satisfaction. So, performance we are talking about the ability of the team to achieve the goals meeting the targets, achieving the task. Then satisfaction, yes, how far members are enjoying to be in the team? And enjoy or they want to continue to remain a member in the team. So, these are the output, so this is a life cycle of the virtual team.

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Life Cycle of Virtual Teams

Abdou, H.A. (2009) has proposed that there are three stages of life cycle of virtual teams.

Stage-I: Inputs

Inputs of virtual teams present the design and composition characteristics of the virtual team and the endowment of resources, skills, and abilities with which the team begins its work. In this stage there are

- Leadership of the virtual team and the goals of its interactions
- Evidence of technological expertise and communication on team performance

So, now let us also understand the stage 1, what do we do in the stage 1? There are inputs as we discussed we are talking about virtual team presence and design and composition characteristics. And we talk about the resources, skills and abilities of the team members. At this stage there are 2 important things we are going to talk about leadership of the virtual team and also technological and communications which are essential inputs in the stage 1.

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Life Cycle of Virtual Teams

Stage-II: Processes

Processes represent the ongoing interaction between group members. It refers to the interdependent actions carried out by members, which transform inputs to outputs. The processes category of life cycle is divided into two parts such as, socio-emotional and task processes.

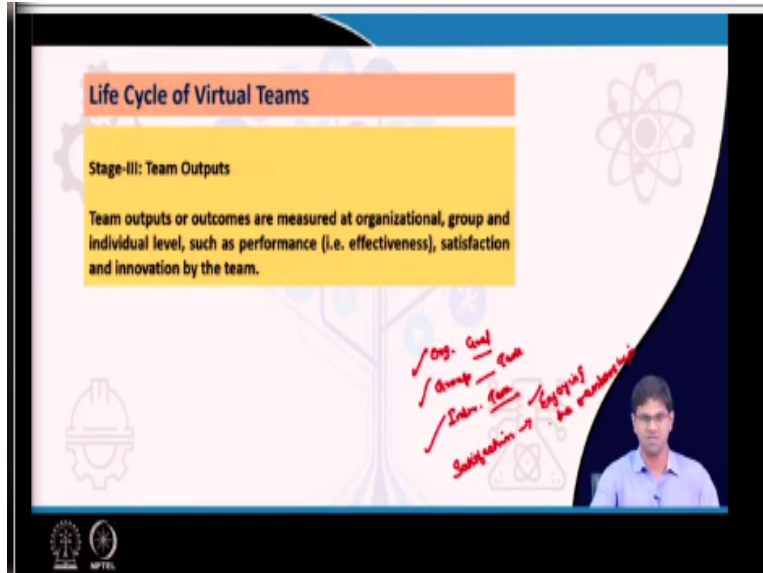
- In the socio-emotional process, there are relation building, cohesion and trust through which each member feel a sense of being a part of team and actively on board with the work.
- Task process consists of stages of team development including forming, storming, norming, performing, and adjourning

Then comes when you are talking about we already discussed this in detail. But probably I am going to do a reiterate what are these processes? Processes represent always talking about a ongoing interaction between the group members. But it refers to interdependent actions carried out by the members, why this process happens? We are trying to transform the input to an output, meaning that yes; the inputs are given to make as to reach the output or a goal.

So, in this now as we say 2 important process happens, one is on a socio emotional process, where we are essentially focusing on the relationship building or creating the cohesiveness between the team members or building the trust or developing a trust. So, through which each team member feel a sense of being a part of a team because unless otherwise you do not build a relationship or unless you do not create a cohesiveness or not developing a trust within the team members.

It will be very difficult for you to function effectively. So, this which will enable each member to feel, yes, I am part of this team and they will actively take part in the team. So, when your relationships are strong or you are able to build a cohesiveness or the trust within the team. Then the task process of course it is essentially talking about how you as a group travel through to reaching the task. As we said now, all 5 stages are essential component of this task process, starting from the forming till the adjourning stage.

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Then comes the team output, yes, team output we already discussed. Yes, it is on the performance, it is based on the measured what is the goal we are able to reach? It will be measured at the organizational level, group level and individual level. Yes, because there are 3 levels always possible, what organization level? What kind of goal you are able to reach? Then at a group level, then at an individual level, so every level we will see the performance.

What kind of performance you are able to do or goal again in a group level task been achieved. Similarly, what are the deliverables by the individual team member, what are the effectiveness they do then of course satisfactions of the team members. So, satisfaction of the team members which is always refers to how are you all as a member in a virtual team enjoying the membership? How likely that you wanted to stay with the group? So, this all become an output of the team process.

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Life Cycle of Virtual Teams

Cloca, L. (2020) has reviewed the researches on developing the effective virtual teams and found that teams are not effective without effectiveness of individual employees.

Two essential and related factors like cohesion and trust emerge in teams when members like to work together, are close and care each other.

However, social cohesion and relationship-building can be harder to develop in virtual teams, because communication through electronic media reduces the social cues required to build relationships

The slide features a yellow text box with black text. The background is white with blue accents and icons of a gear, a person, and a network. A small video inset of a man in a blue shirt is in the bottom right corner. Logos for IIT Bombay and NPTEL are at the bottom left.

And we discuss this in detail now.

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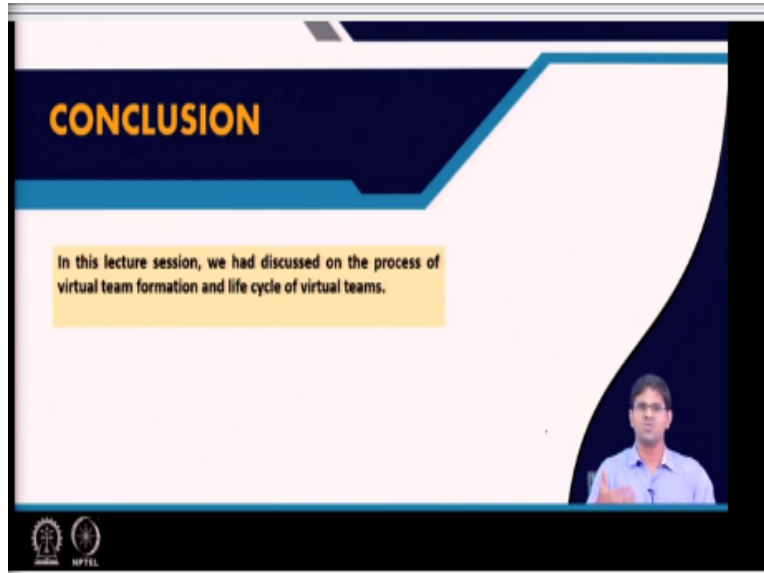
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The slide has a dark blue header with the word 'REFERENCES' in orange. The main content is white with a list of references. A small video inset of a man in a blue shirt is in the bottom right corner. Logos for IIT Bombay and NPTEL are at the bottom left.

And these are the references.

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In this lecture today, we discussed about some of the critical aspects of development of the virtual teams. So, what are the 9 important steps one has to do to create a effective virtual team. So, right from naming a team till we are talking about the reports or the creation of the report structure. Then, when we also discussed about the lifecycle of the virtual team and we talked about input and output and of course the socio emotional process and the task process. So, we will meet you in the next lecture. Thank you.