

Week 4 Readings

Required Readings

1. The authors focus on the factors at each stage of the virtual-team life cycle that impact team performance.

Furst, S., Reeves, M., Rosen, B., & Blackburn, R. (2004). Managing the life cycle of virtual teams. *Academy of Management Executive*, 18(2), 6-20.

This article is in eReserves.

2. This article, while written 18 years ago, focuses on how virtual teams, through the use of technology can leverage the talents of organizational members located anywhere in the world and also address the individual needs of the workers. As you read this article, think about how the technology has changed since it was written.

Townsend, A.M., DeMarie, S.M., & Hendrickson, A. M. (1998). Virtual teams: Technology and the workplace of the future. *The Academy of Management Executive*, 12(3), 17-29.

This article is in eReserves.

3. This article focuses on the construct of virtuality and compares it to other types of teams, and describes how “virtuality” and interactions impact outcomes.

Foster, M.K., Abbey, A., Callow, M.A., Zu, X., & Wilbon, A. D. (2015). Rethinking virtuality and its impact on teams. *Small Group Research*, 46(3), 267-299. doi: 10.1177/1046496415573795

This article is in eReserves.

4. In this article, Edmondson (2003) looks at implementation teams within the healthcare environment and how the leaders and technology influence the learning process and the success of the team.

Edmondson, A. (2003). Framing for learning: Lessons in successful technology implementation. *California Management Review*, 45(2), 34-54.

This article is in eReserves.

5. The authors look at the potential positive and negative effects that sophisticated information and communication technologies (ICTs) have on teams.

Malholtra, A., & Majchrzak, A. (2014, April). Enhancing performance of geographically distributed teams through targeted use of information and communication technologies. *Human Relations*, 67, 389-411

This article is in eReserves.

Recommended Reading and Video

1. This article describes four obstacles that are common among virtual teams and discusses six strategies for overcoming them.

DeRosa, D., & Lepsinger, R. (n.d.) Virtual teams really are different: 6 lessons for creating successful ones. RP News Wires. Retrieved from <http://www.reliableplant.com/Articles/Print/27807>

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2. This video presents strategies that leaders can use to overcome challenges that face virtual teams.

Stevens, C. (2012, February 14). *Four keys to success when leading virtual team members* [Video file]. Retrieved from <https://www.youtube.com/watch?v=10POZQwQrNc>

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