

**MBA - Master of Business Administration**

**Subject: Strategic Management**

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## Task 2:

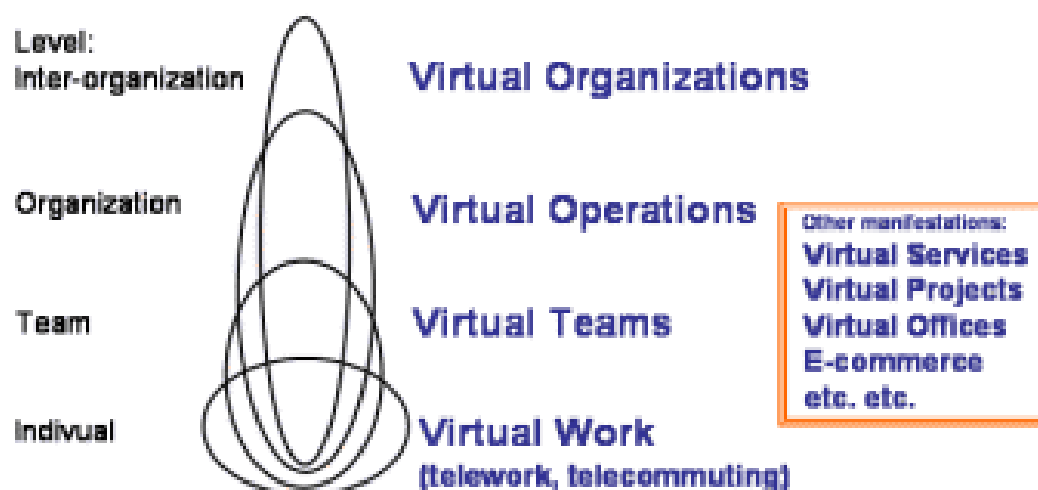
### 1.0 Introduction

The idea of virtual organisations (VO) and virtual management has arisen as a vital subject. As organisations endeavour to stay serious in a quickly developing worldwide market, they progressively depend on virtual management techniques to streamline tasks, improve adaptability, and tap into a more extensive ability pool. This shift has significant ramifications for authoritative designs, correspondence, and initiative, particularly for global enterprises like Microsoft, which are at the very front of this change. It includes regulating projects, keeping up with correspondence, guaranteeing efficiency, and encouraging cooperation in a virtual climate.

### 2.0 Discussion

#### 2.1 Overview of Virtual Organisations and Virtual Management

Virtual organisations (VOs) have arisen as a huge worldview in the contemporary business scene, driven by headways in information and communication technologies (ICT). The idea of virtual organisations stretches out past the actual limits of customary firms, empowering organisations to work and contend internationally without the requirement for a unified actual presence (Bagga *et al.*, 2023). The adaptability presented by VOs has made them especially appealing in a time portrayed by fast technological change, worldwide contest, and the requirement for authoritative spryness.



*Adapted from a network 'holonomy' - a whole yet a part  
(Koestler / Lipnack and Stamps)*

**Figure 1: K-brefing:The Virtual organisation**

(Source: Bagga *et al.*, 2023)

## Defining Virtual Organisations

A virtual organisations is characterized as an organisation of geologically scattered elements that team up to accomplish shared objectives through the use of digital innovations. The construction of VOs is regularly described by an elevated degree of adaptability, a dependence on ICT for correspondence and coordination, and an emphasis on project-based work. According to Lee, (2021) fundamental creators in this field, depicted virtual organisations as brief partnerships of undertakings that meet up to share abilities or center capabilities and assets to all the more likely answer business potential open doors, and whose participation is upheld by computer networks. A report by Garro-Abarca *et al.*, (2021) gauges that AI could contribute up to \$15.7 trillion to the worldwide economy by 2030, with critical implications for the eventual fate of virtual organizations. This pattern is reflected in a concentrate by McKinsey and Company (2021), which saw that 52% of laborers normally like a hybrid work model, referring to adaptability and work-life balance as key reasons.

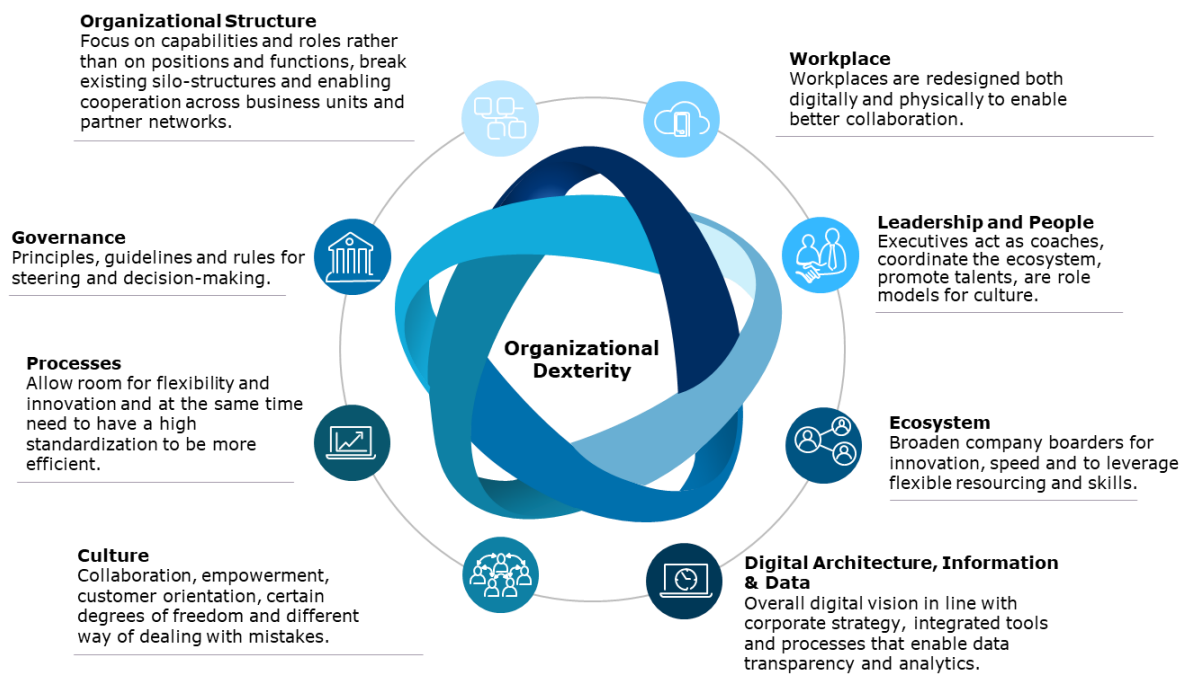


**Figure 2: Virtual Organisational dexterity**

(Source: Garro-Abarca *et al.*, 2021)

## Theoretical Foundations of Virtual Organizations

Virtual organisations (VOs) depend on different hypothetical structures that make sense of the idea of organisations and their transformation for mechanical changes. Transaction Cost Economics (TCE) recommends that organisations pick the most practical method for overseeing exchanges, and the decrease in extratransformation costs because of ICT progressions has made virtual organisations a suitable choice (Feitosa and Salas, 2021). The *Resource-*

*Based View (RBV)* places that organisations can accomplish an upper hand by utilizing exceptional assets, for example, digital innovations and the capacity to facilitate scattered teams. VOs empower organisations to get to and use worldwide ability pools, upgrading their asset base and capacities (Adamovic *et al.*, 2022). The *Network theory* underlines the significance of authoritative organisations in the working of VOs, which work inside organisations of accomplices, providers, and clients, depending on trust and shared targets as opposed to progressive control.

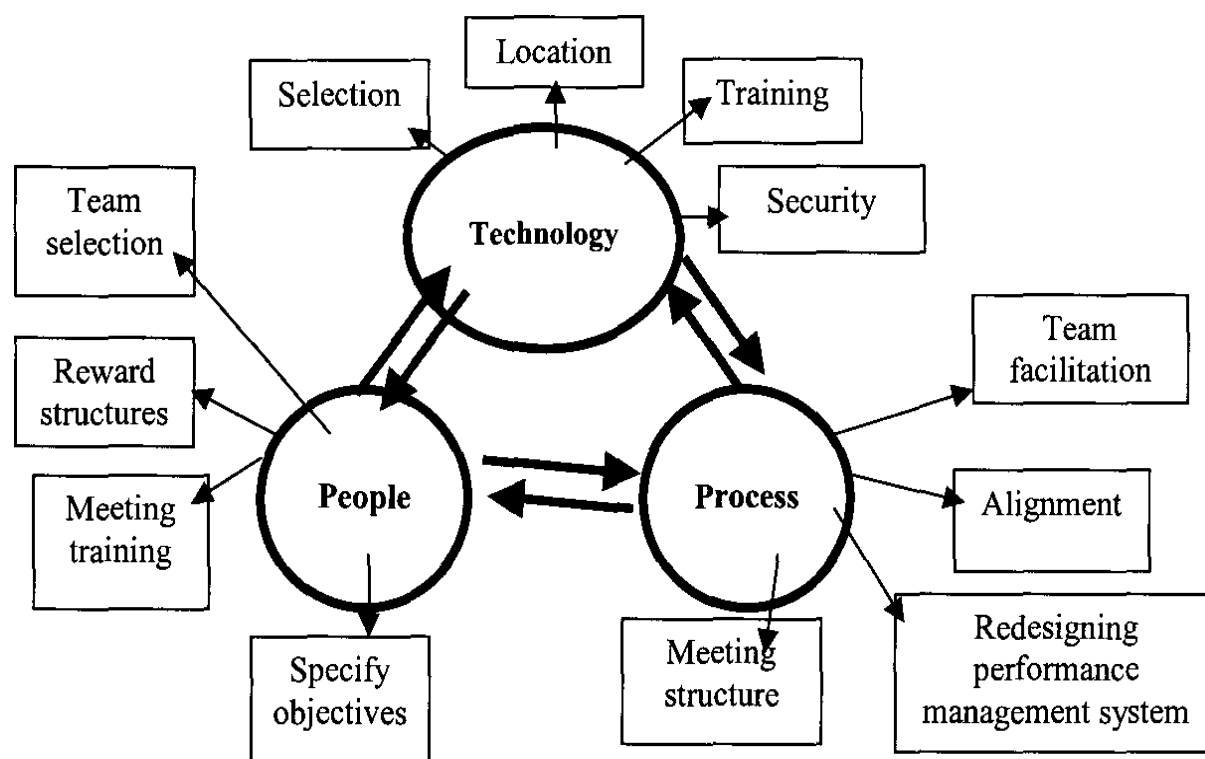


**Figure 3: The implementation of virtual teams as a theoretical framework**

(Source: Adamovic *et al.*, 2022)

## 2.2 Virtual Management in Virtual Organisations

Virtual management includes overseeing exercises in a topographically scattered organisations utilising digital specialised devices. Correspondence is vital for progress, yet can be trying because of time region contrasts, social variety, and non-verbal signals (Hacker *et al.*, 2020).

Virtual management gives organisations worldwide the ability to pool access, improving adaptability and dexterity. Research by Haas *et al.*, (2021) shows that organisations that use worldwide ability pools beat their rivals by 33% regarding benefits. Virtual management offers representatives the adaptability to work from any area, upgrading work-life balance and occupation fulfillment. A concentrate by Nayak *et al.*, (2023) viewed that as 75% of workers in virtual conditions revealed higher work fulfillment contrasted with customary office settings. By working basically, organisations can diminish costs connected with actual office spaces,

utilities, support, and travel costs. Global Workplace Analytics gauges that organisations can set aside \$11,000 per representative each year by moving to virtual work models (Vasudevan, 2021). Virtual management likewise encourages joint effort and development by separating geographic hindrances and empowering team management to work across various time regions. digital cooperation instruments like Leeway, Microsoft Teams, and Zoom work with constant correspondence and data sharing, prompting more productive dynamic cycles. Research by

### **2.3 Analysis of Microsoft**

#### **Microsoft's Virtual and Hybrid Work Structure: Integration of Virtual Management**

The organisation's virtual and hybrid work structure mirrors its obligation to make an adaptable, comprehensive, and useful workplace. This segment gives an outline of Microsoft's virtual and hybrid work construction and how it incorporates virtual management into its tasks. Evolution of Virtual and Hybrid Work at Microsoft.

Microsoft's excursion toward virtual and mixture work originates before the Coronavirus pandemic, with the organisation previously embracing remote work for specific jobs and activities. In any case, the pandemic sped up the reception of a more thorough virtual work structure. By mid-2021, Microsoft reported a shift towards a hybrid work model, where representatives could work somewhat up to half of the time without requiring chief endorsement (Ben Wiseman, 2021). A 2021 Microsoft Work Pattern File report showed that 73% of laborers overruled wanted proceeding with adaptable remote work choices, while 66% of business chiefs were thinking about overhauling actual work areas to oblige hybrid work (Ben Wiseman, 2021). By integrating simulated intelligence abilities into routine tasks, the reconciliation of Microsoft 365 Copilot into team management further develops efficiency significantly and smoothes out hybrid work. Microsoft has likewise noticed a 153% leap in team management meetings since the plague started, highlighting an adjustment of how hybrid settings work with participation considering the developing utilisation of digital innovations (DEMİREL, 2022).

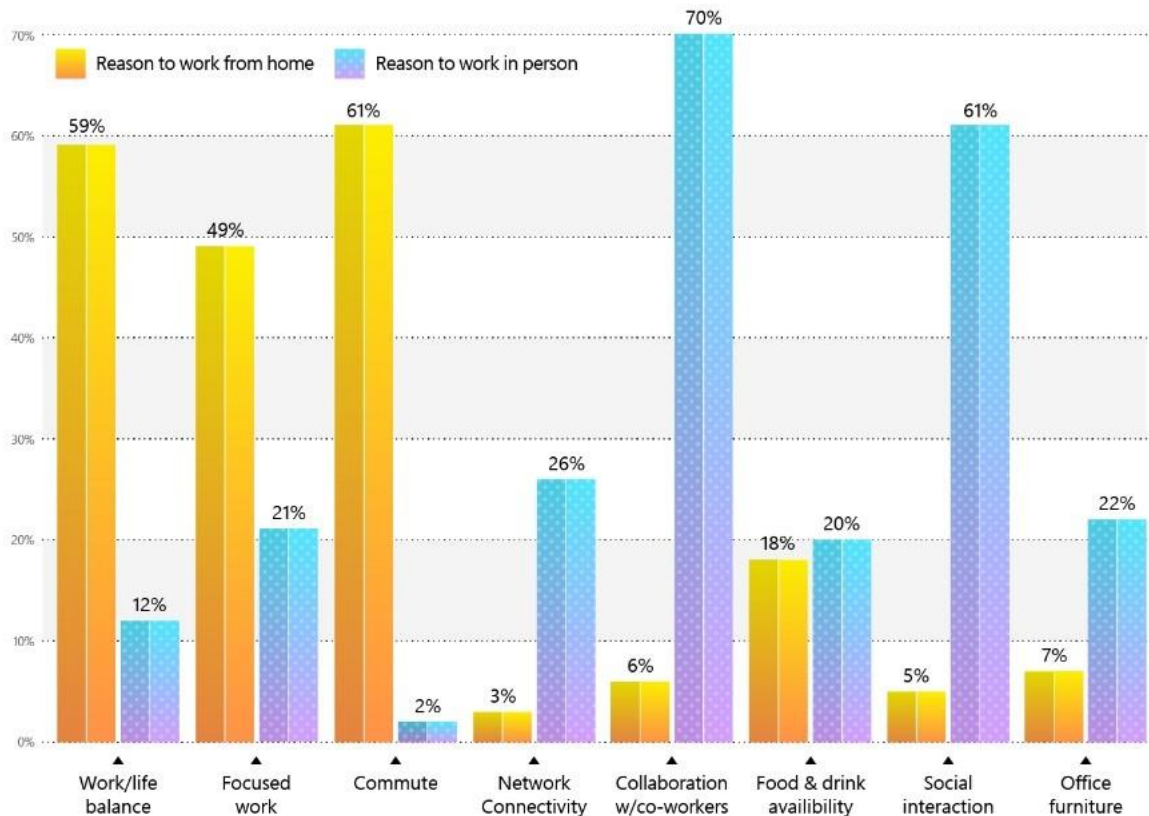


**Figure 4: Hybrid work paradox**

(Source: Adamovic *et al.*, 2022)

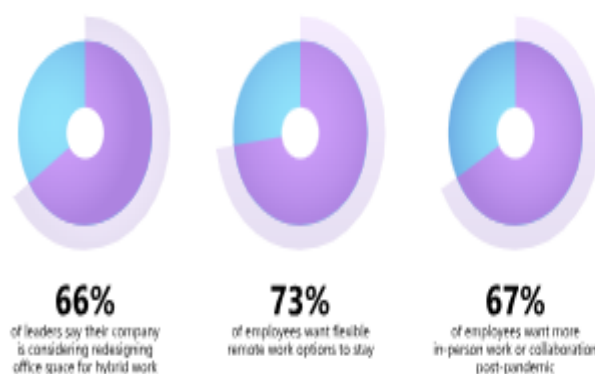
### Virtual Management Integration

Microsoft's virtual labor force management includes a set-up of digital devices, including Microsoft Teams, which coordinates visits, video meetings, record capacity, and application combination. The stage has seen a huge expansion in utilisation, with north of 145 million every day dynamic clients, showing its significance in remote Team management. Microsoft additionally utilises information-driven management, with the presentation of the Viva stage in 2021, which gives bits of knowledge into worker prosperity, efficiency, and commitment (Yin and Ran, 2021). This permits chiefs to follow execution, recognize patterns, and pursue data-driven choices to help their team management in a virtual climate. Viva Experiences presents customised suggestions to further develop work propensities and prosperity, while collected information permits chiefs to grasp Team elements and efficiency (Mansouri *et al.*, 2020). Microsoft's virtual management approach is established in adaptability and inclusivity, perceiving that various representatives have various necessities and considering customised work encounters. The organisation's "WorkLab" research drive underscores adaptability in working hours, area, and coordinated effort strategies, and has executed arrangements to help

representatives with handicaps, guaranteeing virtual workplaces are available to all (Al-Sharafi *et al.*, 2023).

## 2.4 Challenges Faced by Microsoft in Virtual Management

Microsoft faces difficulties in virtual management, including adjusting work and individual life, prompting issues like exhaustion and burnout. The 2021 Work Trend Index showed that 54% of representatives felt exhausted and 39% depleted (Ben Wiseman, 2021). To address this, Microsoft has executed devices like Microsoft Viva, which further develops efficiency. Nonetheless, offsetting adaptability with efficiency stays a steady test. Microsoft faces difficulties in keeping up with security in virtual workplaces due to expanded digital dangers (Dash, 2022). The organisation has executed multifaceted confirmation, AI-driven security tools, and customary workers preparing to relieve gambles. In any case, keeping up with vigorous security in a virtual climate stays a steady test, requiring consistent watchfulness and updates to security conventions. Microsoft faces difficulties in advancing powerful coordinated effort in a virtual climate because of sensations of disengagement and the absence of Team union. As per Microsoft's examination, 67% of representatives need more face-to-face time with their teams, featuring the impediments of virtual joint effort instruments (Ben Wiseman, 2021).



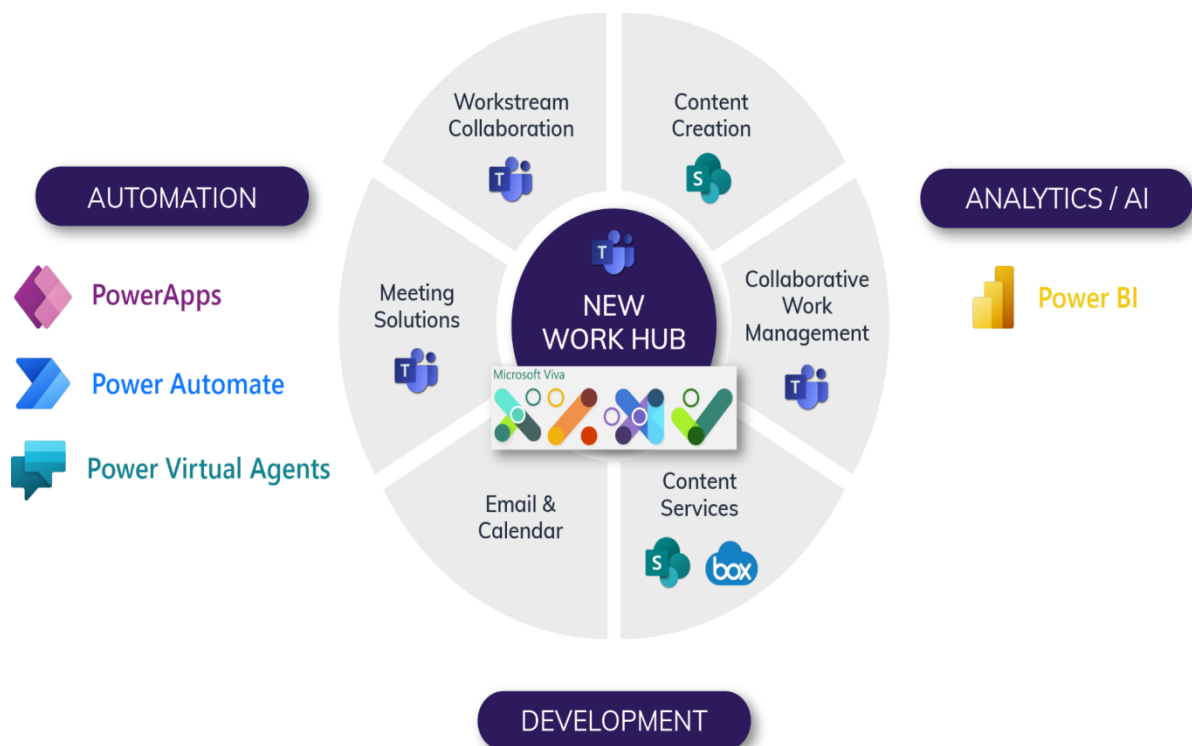
The Work Trend Index survey was conducted by an independent research firm, Edelman Data x Intelligence, among 31,092 full-time employed or self-employed workers across 31 markets between January 12, 2021 to January 25, 2021.

**Figure 5: Hybrid work is inevitable**

(Source: Ben Wiseman, 2021)

## 2.5 Opportunities for Microsoft through Virtual Management

Virtual management has prompted critical advancements in remote work, especially in Microsoft's items. The inescapable reception of Microsoft team management has sped up the improvement of cooperation devices, like Together Mode, and high-level incorporations with Microsoft 365 (Jin and Suntrayuth, 2022). These advancements have made way for future improvements in virtual and expanded reality, situating Microsoft as an innovator in molding the fate of work. Microsoft Viva, a worker experience stage, epitomises how virtual management has empowered development in regions, for example, representative prosperity and efficiency. By incorporating experiences from remote work into item improvement, Microsoft has made arrangements that reverberate with the advancing necessities of its worldwide client base (Anthony Jnr and Abbas Petersen, 2021). The shift to virtual management has additionally permitted Microsoft to venture into new business sectors, like Asia-Pacific and Latin America, where the reception of remote work arrangements is quickly expanding. By offering limited help and arrangements custom-made to various business sectors, Microsoft has had the option to catch a bigger portion of the worldwide market (Kolluru *et al.*, 2021). The organization's "worldwide employing" drive has selected ability from more than 70 nations, fundamentally broadening its labor force (Kraus and Kraus, 2021). The adaptability of virtual work has further developed representative fulfillment and maintenance, permitting them to more readily adjust work and individual lives.



## **Figure 6: Using Microsoft Teams as a platform**

(Source: Ben Wiseman, 2021)

### **2.6 Virtual Management at Microsoft: Impact on Planning, Designing, and Leading through some challenges and Opportunities**

#### **2.6.1 Impact on Planning**

Microsoft's virtual management system has stressed adaptability and readiness, permitting the organisation to universally enlist talent globally (Grzegorzczuk *et al.*, 2021). This has impacted labor force dissemination choices, with an emphasis on global expansion and remote collaboration. Microsoft's digital transformation methodology has been supported by interests in cloud management, artificial intelligence, and distant cooperation apparatuses like Microsoft Teams. Asset designation has been affected by virtual management, with interests in innovation foundation, network safety, and representative help programs (Meluso *et al.*, 2022). Microsoft team management has seen critical speculation, prompting a 45% year-over-year expansion in utilisation. The shift to virtual management has likewise diminished the requirement for actual office spaces, considering the redistribution of assets towards digital apparatuses and representative prosperity drives (Osiyevskyy *et al.*, 2022). Microsoft Viva, a worker experience stage, gives pioneers bits of knowledge about representative efficiency, prosperity, and commitment, empowering more exact and convenient choices. Virtual management permits global coordinated effort and decision-making, advancing innovation and proficiency. Microsoft use this way to deal with tap into global talent. However, keeping a bound together essential vision requires vigorous coordination. Advanced tools like Microsoft Teams and Azure streamline smooth out correspondence, guaranteeing agile preparation and responsiveness to global market changes. It presents difficulties in synchronizing global groups and keeping a brought together strategic vision.

#### **2.6.2 Impact on Designing**

Microsoft's transformation to virtual management has essentially affected its hierarchical design, work processes, and correspondence channels. This decentralised construction likewise upholds Microsoft's worldwide labor force, permitting compelling joint effort across time regions and districts (Ferguson *et al.*, 2022). Work processes have been overhauled to oblige the virtual workplace, using digital devices like Microsoft Teams, SharePoint, and OneDrive for continuous coordinated effort and data sharing. This digital transformation has diminished bottlenecks and expanded productivity, permitting workers to get to assets from any area.

Microsoft's utilisation of cloud-based arrangements further upgrades these work processes, empowering ceaseless mix and sending in programming improvement and continuous updates in project management (Babapour Chafi *et al.*, 2021). Correspondence channels have likewise developed under virtual management, with Microsoft executing a multi-channel methodology including video conferencing, texting, email, and joint effort stages.

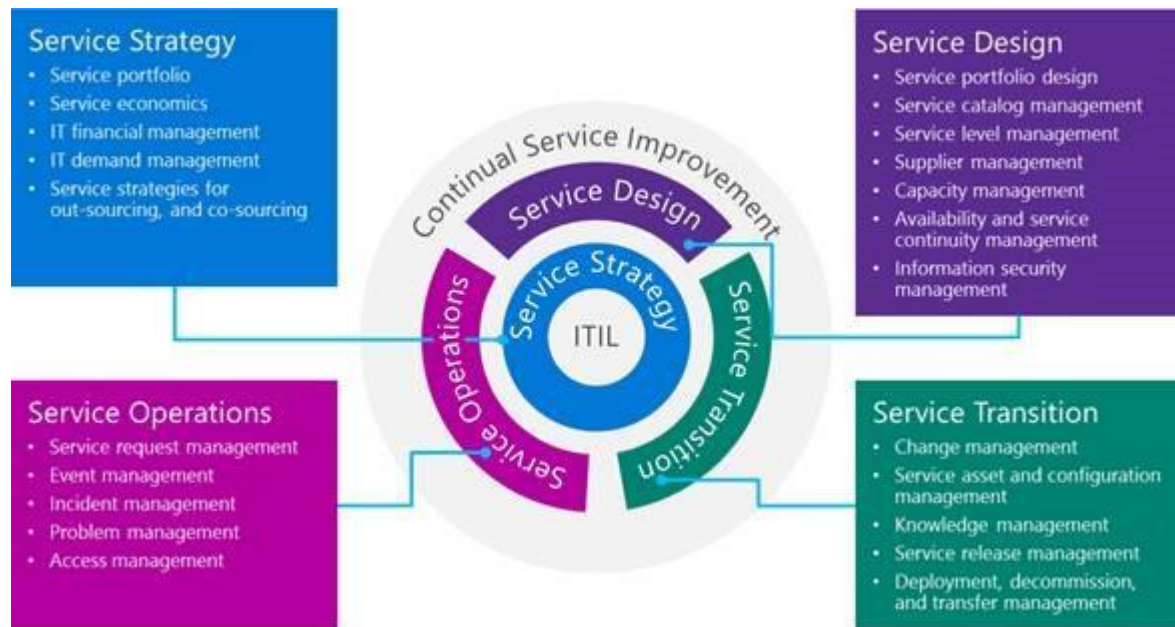


**Figure 7: Powering Microsoft operation transformation with Microsoft**

(Source: Ben Wiseman, 2021)

Microsoft's hybrid work model permits employees to work remotely while keeping up with assets and backing. In any case, keeping up with corporate culture and predictable correspondence channels can challenge. Planning frameworks that incorporate flawlessly across various workplaces can improve coordinated effort and lessen functional bottlenecks, while guaranteeing consistent joining across various conditions.

### **2.6.3 Impact on Leading**

Microsoft's management has moved towards empathetic and inclusive leadership styles to help virtual teams. President Satya Nadella has underlined sympathy, tuning in, and understanding, recognizing the difficulties of virtual workplaces like isolation and burnout (Marshall and Sankey, 2023). Team management rehearses have likewise developed to oblige virtual work, with supervisors embracing an outcomes-situated approach that empowers imagination and development (Winter, 2020). Normal virtual registrations, one-on-one meetings, and Team-building exercises have become standard practices. Microsoft has additionally utilised innovation to work with Team management, utilising apparatuses like Microsoft Organizer and

Microsoft Venture to follow progress and oversee projects from a distance (Wu *et al.*, 2023). Microsoft Viva plays had a significant impact in giving customised bits of knowledge and suggestions to assist representatives with dealing with their work-life balance and remaining motivated, forestalling burnout, and advancing prosperity. Maintaining worker commitment in a virtual setting is testing, yet digital devices can help by working with normal registrations and prosperity drives. However, driving basically additionally presents difficulties in building connections and guaranteeing commitment, as pioneers should depend on computerized apparatuses to interface with groups, possibly prompting sensations of disconnection.

## **5.0 Conclusion**

Microsoft has effectively coordinated virtual management into its tasks, changing it into a forerunner in remote and hybrid workplaces. Key difficulties incorporate efficiency, security, and collaboration, which the organisation has tended to through inventive arrangements like Microsoft Teams and Microsoft Viva. Open doors have arisen in worldwide talent acquisition, market extension, and item innovation, upgrading Microsoft's strategic advantage. To work on virtual management, Microsoft should put resources into representative wellness programs, reinforce cybersecurity protection conventions, and cultivate more face-to-face collaboration open doors. Growing management improvement programs focused on virtual team management could additionally set Microsoft's situation in the digital scene.

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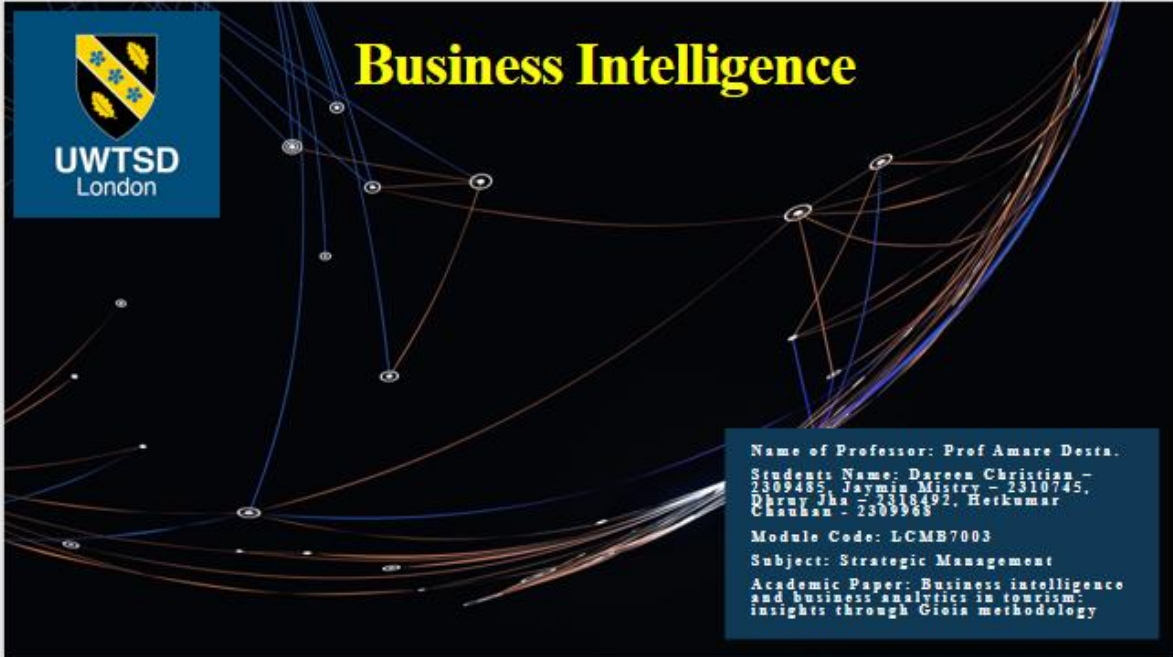
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## Appendix

### Appendix 1: Task 1



**Business Intelligence**

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Subject: Strategic Management  
Academic Paper: Business intelligence and business analytics in tourism: insights through Gioia methodology

The slide features a dark background with a network of glowing blue and orange lines connecting various nodes, symbolizing data flow and business intelligence.



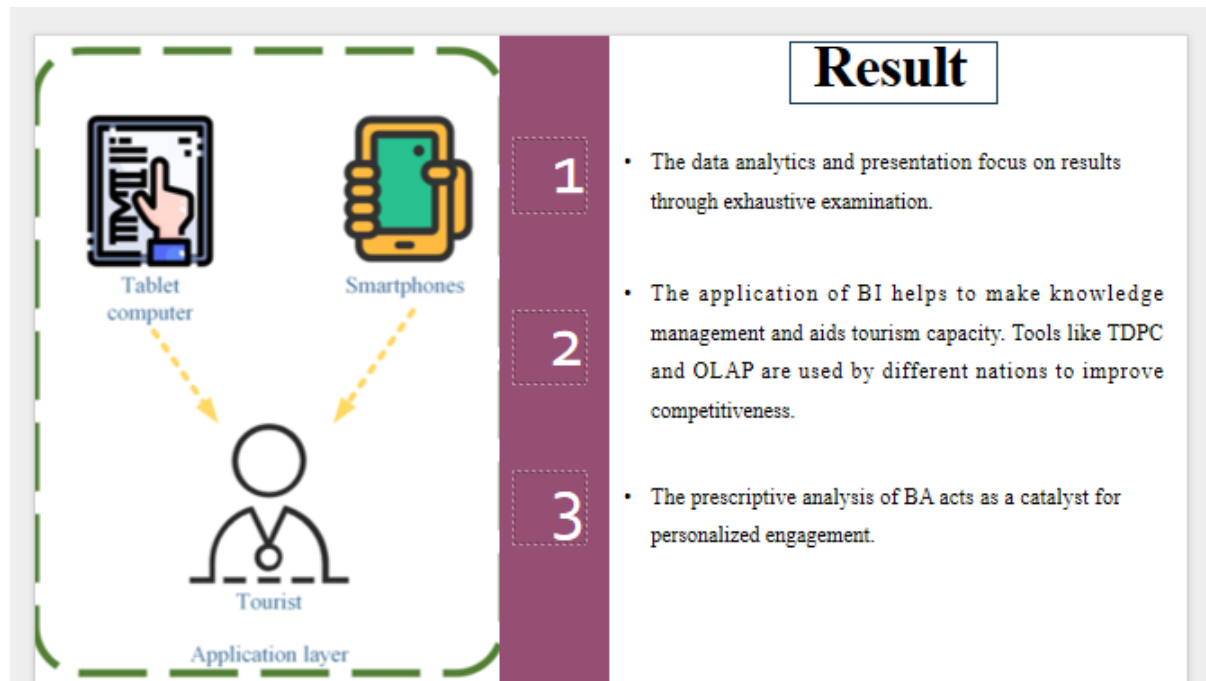
**Article Selection and analysis process**

**The Adoption of BI and BA**

- The core collection database talks about the primary database through journals and books.
- There is a focus on journals, relevance, and currency with high-impact journals.
- The tourism of BA and BI influences the analysis of future trends to a broad spectrum.

**Smart Tourism**

The slide includes a colorful illustration of a person holding a smartphone, with a network of nodes and lines representing data and connectivity, and various travel-related icons like a train, a plane, and a car.



## Reference

Montserrat Jiménez-Partearroyo, Medina-López, A. and Rana, S. (2024). Business intelligence and business analytics in tourism: insights through Gioia methodology. *International entrepreneurship and management journal*.

doi:<https://doi.org/10.1007/s11365-024-00973-7> [Accessed on: 15.07.24]

## Appendix 2:

### Precis

This precis is done to assess the ways the implementation of business intelligence and business analytics influence the tourism industry. The journal focuses on exploring the ways both tools help to improve the tourism sector with the help of a data-focused approach.

The adoption of Business Intelligence and Business Analytics is done to deal with the operational challenge and improve customer engagement. The use of the BI and BA is influential to ensure that the future use of the resource is done to improve the data collection to assess the tourism trend. The main difference between BI and BA is that BI have an emphasis on descriptive analysis, and BA has a specific emphasis on prescriptive analysis. BI is stated to have a diverse definition and a consensual definition that has not been established. The use of BI is done with the integration of different tools, technologies, and software that are designed to automate data analysis and gain knowledge. The BI system helps to have a data-driven decision support system that favors gaining a business advantage by making data-driven decisions rather than decisions taken out of intuition. Some of the major components of BI consist of OLAP (Online analytical processing) which helps in advanced analytics, and focuses on corporate performance with the help of Real-time BI and Data Warehouse (Jiménez-Partearroyo *et al.*, 2024). The use of a data warehouse and different business methods are essential to yield tangible insight into tourism destinations. The use of BI is also essential to develop computational intelligence and neuroscience that helps to explore the tourism demand. The use of *tourism destination competitive productivity (TDPC)* is also done by nations like Thailand to advance tourism competitiveness. The integrative approach is also essential to contribute to the knowledge management that aids tourism capacity towards comprehensive growth.

Some of the major components of the BA system are *Data Mining*, *Text Mining*, *Forecasting*, *Predictive Analytics*, *Optimization*, and *Visualization*. Data mining is used to create models that help to explore unknown trends. The use of text mining is used to extract useful patterns and relationships. The use of forecasting is also done to make analysis and predict time-based processes. The use of predictive analysis is used for developing a predicting scoring process. The use of optimization is also done to simulate methods to identify the challenge. There is also a need to visualize the data exploration that ensures interactive statistics to employ statistical methods. The main benefit of these facilities is that they help to adopt a more

personalized approach to customer engagement. The use of BA is the influential catalyst to act as a personalized engagement to improve decision-making. Enhanced engagement and informed decision-making are influential in driving innovation in the tourism sector.

While considering the analysis of the methods, there is use of the dual methodology approach to analyze the qualitative analysis. The use of qualitative and quantitative methods is done to collect information about the trend analysis. The complex structure of the tourism industry is a key reason as it involves the restaurant, food, and transport sectors.

## **Reference**

Jiménez-Partearroyo, M., Medina-López, A. and Rana, S., 2024. Business intelligence and business analytics in tourism: insights through Gioia methodology. *International Entrepreneurship and Management Journal*, pp.1-35.

### **Appendix 3: Summary**

The authors of the given study think that their outcomes show the roles that business analytics (BA) and business intelligence (BI) have in the framework of the travel and tourist industry where these two tools are equally effective but satisfy different purposes. They argue after stating, that unlike BI which focuses on the same aim of delivering organizational intelligence, BI and BA have distinct functions. BA is lively and is all about leveraging data for innovative services improvement and customers' communication on the other hand BI's main concern is with the consolidation and improvement of the systems to achieve better efficiency and also to enhance decision making. This contrast is important as it shows that while BA offers the fluidity and interactiveness required in a data-rich tourist context, BI offers the stability necessary to ensure optimal performance. To obtain important findings about the synergism between these two aspects to the benefit of the tourist sector, the authors conducted a bibliometric analysis of twelve scientific publications retrieved from the WoS Core Collection database.

Several observations can be summarized as follows: BI and BA emerge in the tourist industry as two interacting elements that answer the study's research question. The authors show that the implementation of BI in strategic and operative decisions enhances operational improvements, demand forecasting, and flexibility to a significant degree. Similarly, it has been explained that BA contributes towards inventions and handles various difficulties of the industry by enabling the provision of customized experiences with customers and continuous service improvements (Jiménez-Partearroyo *et al.*, 2024). Actualizing the synergistic relationship of the BI showing BA, it indeed becomes the synergy that helped prop up the travel and tourism industry as BI's data approach is supported by the dynamic BA techniques.

Of course, the authors note the weaknesses of the study themselves. The first limitation is that primarily secondary data will be used which in turn might affect the relevance of the findings. They suggest that future studies employing the direct research method such as the in-depth case study should be undertaken to confirm those findings in several geographical and business settings. Another limitation is related to the amount of information given by the selected scholarly databases while acknowledging the fact that there could be certain inherent biases of research studies to yield positive findings. In regards to the inferences that can be made from

their bibliometric study, this restriction becomes noticeable. In addition, even if the Gioia approach is valid, the researchers' application of the approach to secondary data may create arbitrariness that may in turn be influenced by the biasing researchers. The authors also stress the call for retention of the focus on the actual issues related to the implementation of both BI and BA in the tourist context as well as the challenges entailing technology incorporation and organisational resistance. As for further investigations, Casings suggests strengthening the focus on the connection between BA and sustainable tourist behaviours as well as evaluating how BI and BA can enhance the recovery and adaptation strategies after the pandemic.

In this study, the authors themselves have given a comprehensive analysis of the roles played by business analytics (BA) and business intelligence (BI) in the travel and tourist industry while stressing the fact that both the terms are different but often perform related duties. Nevertheless, the study provides valuable information that outlines the following areas that perhaps could have been explored further to give more adequate information. First of all, to cement the theoretical hypotheses, a deeper discussion of the empirical facts and case studies from the actual world is also useful for the study. Prospective research's more comprehensive surveys and direct contacts with businesspeople can be more productive and enhance the result's extendibility. Besides, the research acknowledges the new generation technologies like artificial intelligence and machine learning; however, it does not precisely explain their applications within the tourist business. It would indeed be highly useful to zoom in on how these technologies can be integrated with BI and BA to revolutionise demand forecasting, customer interactions, and organisational efficiencies.

They indicate many directions for further research including the correlation between BA and sustainable measures, the nature of tourists' behaviour after the pandemic, and the empirical verification using direct research methods. They also stress ignorance regarding resistance to change and challenges in the implementation of new technologies in the tourist sector. Since the findings are usable in real-world circumstances where the intervention is supposed to take place, the above-suggested next actions must be imperative because they aspire to bridge the gap between research and implementation. By understanding the integration of AI and machine learning and the real-life challenges and actions of BI and BA in tourism, the dynamics of an organisation's environment will also be well understood.

Because the authors' offered next steps are aligned with proposing more research about BI and BA applications within the tourist industry, I concur with these. Empirical assumptions and the findings of theoretical studies, consistent in different situations, would be supported by case

and direct research studies. In addition, considering that the industry has shifted its focus to sustainable tourism and ethical business, one needs to assess BA's standing on sustainable tourism. Since COVID-19 has greatly affected the tourist industry it only makes sense that there is also importance and relevance in figuring out how BI and BA can assist in overcoming a pandemic.

This research should nevertheless inspire future research on the following moral and privacy topics concerning BI and BA. There are no elaborate discussions in the research, and this is only pointed out concerning the need for data security and compliance with the law. Being aware of the ethical implications and forming the proper guidelines for working with the data and its security are crucial factors in the context of the high significance of the issue. The authors should also employ future studies to ascertain the social and environmental implications of BI and BA technologies to ensure that they drive the proliferation of sustainable development.

## Reference

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