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Critically evaluating the emergence of
virtual organisation

Essay

Introduction

The emergence of modern technology provided one of the breakthroughs across every sector of the globe that changed the pattern of working. The perceptions of the virtual organisation, along with its emergence, represent a significant shift associated with how businesses operate and organise themselves under the evolution of modern technological considerations (Gubareva and Lopes, 2020). Therefore, the perceptions of virtual organisation defined the operation process where the members as well as the associates of any particular company work virtually across different geographical locations while appearing as a single unit. According to Bagga, Gera and Haque (2023), the effective use as well as the application of computer software, mobile phones, meeting and other software, along with, most importantly, technological advancements, comprised the key areas that required exploring the emergence of virtual organisation. However, the sudden outbreak of Covid 19 in the year 2020 forced managers to think something out of the box in order to ensure the continuous flow of work where the virtual workplace was found as the only best option available to provide the best alternative solutions (Zito et al., 2021).

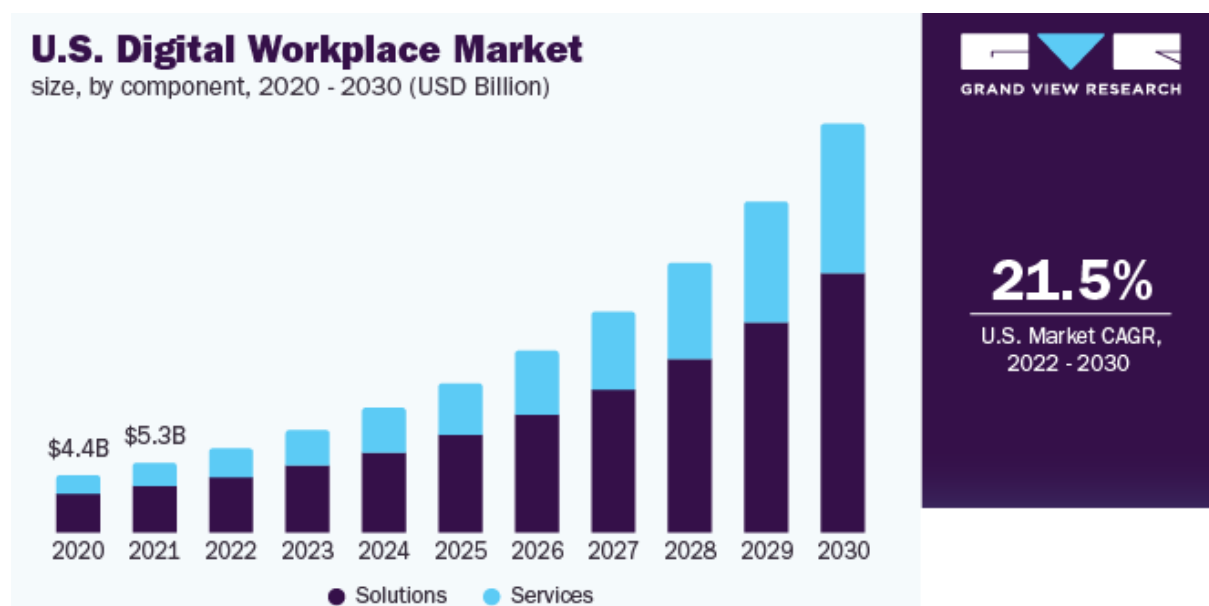


Figure 1: Growing trend of the digital workplace market

(Source: Tunk and Kumar, 2023)

Critical Analysis of the Study

Critical evolution of Virtual Organisation

The emergence of virtual organisations creates one of significant impacts that represents a gradual shift in how the business operates and organises accordingly. Nevertheless, the critical evolution of some aspects illustrated as follows:

Flexibility and Agility: Virtual organisation, along with its significance, offers the option of unparalleled flexibility, allowing businesses to quickly adopt the changing market conditioning by scaling up the operational activities without having the limitation of infrastructure building (Brueckner and Sayantani, 2023). The option provides a significant amount of agility with a fast competitive advantage associated with fast-paced industrial aspects.

Cost Efficiency: Virtual workplaces often reduce the need for physical offices, allowing companies to reduce their overhead costs associated with managing business operations. This is a significant driver for cost savings (Sunita, 2023). Reducing a significant amount of overhead cost will allow any company to become more profitable.

Access to global talent tool: Virtual organisations will have the option to access a global talent pool, allowing companies to recruit the best individuals based on their expertise from different geographical locations. According to Tunk and Kumar (2023), the option provides leading broader aspects of maintaining a diversified workplace associated with the contributions made by a diversified set of talent pools and cultures.

Work-life Balance: Remote working is offered by virtual organisation to foster an effective work-life balance by providing the best and necessary flexible option. This process leads to maintaining higher job satisfaction and increased productivity, along with reducing employee turnover in the workplace, ensuring the maintenance of defined talent management aspects (Aropah, Sarma and Sumertajaya, 2020).

Strategic management issues associated with virtual organisations

Strategic management associated with virtual organisation involves addressing several critical issues to ensure its successful implementation. The technological considerations with its emergence provided the right as well as the necessary breakthroughs associated with maintaining modern-day business operations where quite a few areas of considerations

associated with planning, designing and leading a virtual organisation conceptualised at the potential level elaborated in the following section of the study.

Technology Infrastructure: Virtual organisation often reduces the cost of operation but also, at the same point in time, requires a considerable amount of investments in infrastructure building. Therefore, the use of reliable communication tools, project management software, cyber security measures, and cloud-computing services are some of the tools required for technological infrastructure building that provides seamless collaboration along with data sharing in the best possible manner with the team (Gubareva and Lopes, 2020). Therefore, infrastructure costs are one of the serious concerns over planning, designing and leading, where having access to paid communication tools is one of the major limitations.

Organisational Culture: The Company must focus on building a culture that fosters a hybrid-working place. Therefore, the role of the leaders found crucial under the mentioned circumstances in order to encourage trust and open communication while building a sense of belonging among the team members without maintaining any geographical boundary (Bagga, Gera and Haque, 2023). As a result, fostering the right organisational culture where the contributions made by the employees found crucial that will foster the right as well as the necessary change management procedure.

Remote work policies and procedures: It is crucial to understand the remote workplace policies and procedures simultaneously, which creates one strong as well as a potential impact on the proceedings. According to Gupta, Mittal, and Van Nieuwerburgh (2022), formulating the right set of policies and procedures will have one of the strong impacts through discussing the strategic management issues associated with planning, designing and leading such organisations. The policies must address critical aspects such as determining the working hours, assessing the communication protocol, data security measures and performance evolution criteria comprised some of the crucial points that required exploring as well as analysing measured at a potential level.

Talent Acquisition and Management: Talent acquisition and its effective management are considered one of the determined areas that require exploring while managing a virtual workplace. According to Benhura and Magejo (2021), leaders must leverage online platforms

for talent acquisition, where managers often find it challenging to select the right employee for the right positioning that fits the organisational culture effectively.

Risk Management: Effective risk management is often created as one of the key areas that the managers need to find out the best alternative solutions to deliver the right alternative solution. Virtual organisations found to be highly vulnerable and associated with various risks, such as maintaining adequate cyber security, data breaches, along legal compliance issues (Zito et al., 2021). Therefore, leaders found various challenges as well as difficulties towards implementing the right security solutions through investing in advanced technologies measured at the potential level.

Change Management: The effectiveness of change management is found crucial where the leaders, as well as the managers associated towards managing a virtual organisation, often face challenges (Sunita, 2023). For example, challenges begin through involving as well as navigating complex technology, recruiting teams and adapting to the market shifts where leaders sometimes face issues towards effectively communicating the need for change in an adequate manner.

Strategic Alignment: It is important to align the business objectives with the virtual team in order to determine the key organisational success factors. Therefore, leaders often find it difficult to explore the key success factors to foster the strategic alignment of the company's mission and vision through the monitoring process as well as the growth of the work (Tunk and Kumar, 2023).

Strategic management issues (Planning, designing and leading) in a virtual organisation, along with recommendations

Planning: Managing time or the appeal of inaccessible work regularly comes with the misinterpretation of boundless adaptability. In any case, each group part ought to get that whereas work areas are adaptable, structures must still exist. All individuals get it in a guaranteed aspects, is often vital to avoiding future delays or difficulties, particularly in the event that they stem from time zone contrasts. According to Gupta, Mittal and Van Nieuwerburgh (2022), **Communication** is key in any work environment — particularly one where most intuitive happens by means of e-mail, chat, or calls. Guaranteeing a free stream of precise data throughout the businesses' infrastructure implies contracting the correct individuals, cultivating a communicative culture, and utilising the correct devices for the

work. **Coordinating** with the assigning of tasks across various time zones becomes difficult and hampers the submission of the tasks within the allotted deadlines (Benhura and Magejo, 2021). Managing risk is the final and crucial point while dealing with the virtual team, as any lack of planning can hamper data or security breach information as well. Virtual trade groups are found to be more freely organised than ordinary ones and need the progression and camaraderie of physical office situations. Organisation oriented objectives and goals can be trickier for workers.

Solution: It is vital to set clear arrangements and utilise an assortment of devices to guarantee representatives effectively and successfully communicate with each other. Create a clear mode of approach to sending and reacting to mail and recording vital client data. Consider planning every day or week-by-week check-in calls. This is what planning will depend on, as communication is the key pillar towards generating a proper plan.

Leading: **Building belief** is fundamental in any group, but it gets to be even more challenging inside a virtual-based organisational set-up where the physical modes of coordination are restricted. Pioneers who do not contribute time in team-building exercises, both proficient and individual, need to be added towards building up a sense of camaraderie. According to Benhura and Magejo (2021), lacking in believing towards building a healthier cultural aspect will hamper the development to preserve steady communication, unwavering quality, and a shared commitment to group objectives. **Driving virtual groups** requires an adaptable administration fashion that adjusts to the interesting needs of further work. Pioneers ought to centre on results instead of micromanaging procedures. Empowering group individuals to require proprietorship of their work advances a sense of independence and responsibility. Inaccessible work can lead to sentiments of segregation among group individuals (Tunk and Kumar, 2023). **Leaders who lack the need to improve in managing** their virtual team towards promoting an effective working culture disrupt the cultivation develop a sense of belonging and group cohesion. Leaders who need to provide stability in terms of incorporating standard virtual team-building exercises, casual check-ins, and making openings for social interaction are found to offer assistance to reinforce interpersonal connections (Gupta, Mittal and Van Nieuwerburgh, 2022).

Solution: Numerous virtual companies have high levels of worker fulfilment, probably from the expansion of flexibility in the workers who need to work in their own space. This

makes a difference in progress overall where the organisation resolves and can empower people to display quality work for the sake of their manager.

Designing: Virtual organisations might display a few security issues. This type of organisation requires representatives to transport a parcel of information over different systems, a few of which may include associations that need to be more secure (Alnajim et al., 2023). Whereas this may be a hazard for the organisation, this may be a better hazard for companies managing delicate data in businesses like healthcare and back. According to Sunita (2023), the need to Contract IT or information security experts who may have given honest-to-goodness advice on setting up the virtual organisation can become a cause for concern. This raises the rate of security breaches, and the need for innovation, like the non-usage of VPNs, will affect overall efficiency as well.

Solution: It is crucial to hire the best people to assemble and install crucial technicalities to avoid data breaches or disruption in virtual business. Hiring IT professionals will improve the stability of the said organisation.

Conclusion

The concluding part of the essay analysed the key factors of consideration and critically evaluated the emergence of virtual organisations along with discussing the strategic management issues associated with planning, designing, and leading such organisations. The study critically evaluated the core aspects associated with maintaining a virtual workplace in the best possible manner. Quite a few issues were identified in the discussion where taking the best as well as adequate measures will allow the leaders to plan, design and lead a virtual team effectively associated towards maintaining a dynamic business environment. The trend of working has gradually shifted towards hybrid mode where maintaining a virtual workplace holds as one of the key areas required towards conceptualising over the ways.

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Administrative services

The concept of administrative service is a part of strategic management. In terms of developing the profit maximization along with organizational reputation a proper development of the service is required. By adhering administrative service, the overall competitive edges of the firm get increased as resource allocation and proper budget control has been conducted in these services. Therefore, it seems that the administrative department can allocate different resources as per the necessity of individual project so that overall outcome could be effective. Other than these, it can be stated that for organizational framework private administrative service is applicable as it is precisely paying attention to the stakeholder's interest accordingly. By attaining a specific structure where superior and subordinates' tasks are precisely distributed a potential growth can be achieved.

Different functional activities have been presented in the slides where it is seen that it has a significant impact on the task management system's financial operational system. It appears that the department improvises a collective conclusion by gathering various operational facts, such as tax assessment, personal services, purchasing, record management service, and others. It is noteworthy because it provides appropriate guidance for upholding and managing the workforce as a whole. The slide described that a leadership value has been created through this which makes a great influence on directing the employees. Implementation of resources in different areas accurately increases organizational growth. Even the service also focuses on employee training and learnings so that a great outcome can be generated from the subordinates to meet organizational goals.

There are multiple advantages involved in the administrative service of the firm. The overall work process of a firm from operational areas to quality management to supply chain networking and others are monitored through this service. On the other hand, it is also seen that by relying on the collected data set and examining the data through different technologies the service has the credibility to promote accurate productivity and healthy finances. The slides show that accurate budgeting decision is one of the major areas of administrative service which indicate a concrete growth for developing productivity and creating values further. As the service delivers proper memorandum for individual areas therefore it allows to make efficient communication and benefits the sustainability context.

The main implementation restriction has been referred where it is noted that the overall costing of the administrative services are depended on the tools and technology. It seems that data analytical tools are higher in costing which may make some restriction of use for the small and medium companies. On the other hand, a proper knowledge is a most essential part to incorporate the service policy with proper knowledge. Alternatively, a set of recommendation has been offered in slide 8 where the involvement of feedback and developing decision according to that has been mentioned. Similarly, gaining proper knowledge of skills and technology to use administrative service can increase the decision-making approach more accurate and effective. Even allowing proper training can also beneficial for better administrative service.

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***Topic: Cross-Border E-Commerce Development and
Challenges in China: A Systematic Literature Review***

**Part C: Summary of the Results for Each Experiment,
Each Figure, and Each Table**

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Summary of the Results. Figures and Tables

The selected article “*Cross-Border E-Commerce Development and Challenges in China: A Systematic Literature Review*” has been made by focusing on the current international marketing issues faced by the country, which is not solely limited to complicated supervision and monitoring of the business activities, inferior custom clearance effectiveness, settlement challenges of tax rebate, insufficient talent and payment risks in Chinese businesses operating cross-borders. According to Liu *et al.* (2021), figure 1 shown in this article reflects that globally, electronic commerce across borders has grown at the fastest rate in the Asia-Pacific area. Katsikeas, Leonidou and Zeriti (2020) suggested that the figure describes that international e-business's gross value increased by around \$ 35 billion from 2011 to 2018, with 10% of that rise occurring in the countries categorised under this region. This figure is indicative of the fact that Chinese businesses are the most alluring markets of all makes it happening for investors to invest from different parts of the globe.

Cross-border or international e-commerce platforms are used by domestic vendors to provide product information. Rasul *et al.* (2021) advocated that foreign customers browse these platforms, choose products, and then submit an order to finalise their purchases. In particular, Doole, Lowe and Kenyon (2019) reviewed that China is the Asia-Pacific region's top country for international e-commerce, with a market share that increased from 17% (2011) to 83% (2018). Before sending the total to the bank for examination, domestic sellers must convert it back to detailed numbers. Gillespie and Swan (2021) explained that once the foreign buyers have decided which goods to purchase from the domestic sellers on cross-border e-commerce platforms, they will communicate with them and privately negotiate the terms of their transactions via email or other means. However, in regard to intellectual property security, the legal framework in the US is superior to that of China.

The figure of the article illustrates the ways the authors have filtered the stages while performing the database searching technique, i.e., the snowballing technique. Liu *et al.* (2021) reviewed that since the focus of this evaluation was Chinese international e-commerce, the initial filter eliminated around 97% of the publications. The exclusions and inclusions clearly show that the writers did nothing more than pick the studies that dealt with China. Shankar *et al.* (2022) argued that when dealing with clients that have a high volume of transactions, cross-border third-party payment systems should be able to adapt to their changing demands and offer one-stop services in conjunction with other departments. Next, the backward snowballing

technique was used. According to Kozak and Buhalis (2019), this basically has to do with combining the entire search strategy and reviewing the final series of papers' work. In this instance, 14 more papers were produced by using snowballing on the remainder of 57 articles.

From Table 2 of the article, the readers can get an idea of the exclusion and inclusion standards or criteria. The criteria have been contributed based on trends and challenges of the electronic businesses in China. Figure 3 illustrates that using the strategy for data mining, the relevant data were extracted based on the contextual consideration, outcome validation, publication year, and benefits obtained. Since its inception in 2008, China's cross-border e-business has expanded gradually, bringing about alterations to the prior normal international trading of companies. As per Vadana *et al.* (2020), the Chinese government should improve the rules and legislation governing market access, oversight of anti-money laundering efforts, safeguarding the rights and interests of customers, and bolstering the process of authenticating transactions. The gap between this contract and the pertinent Chinese regulations and laws indicates that, in line with the course of China's e-commerce platforms' protection of the intellectual property system, Chinese e-commerce firms' standards for intellectual property security should be strengthened.

The majority of businesses and people repackage the goods, necessitating declarations to customs and the inspection of tiny parcels that are transferred internationally. As a result, due to trademark conflicts, several Chinese e-commerce firms were the target of inspections and legal actions. Katsikeas, Leonidou and Zeriti (2020) suggested that China may thus leverage South Korea, Japan, and other rising market nations as a new platform for cross-border e-commerce expansion. Additionally, wholesalers gradually lose contact with their consumers in favour of producers or dealers. Gillespie and Swan (2021) explained that customs officers' primary duties include monitoring exports and imports, imposing taxes, and making certain the goods adhere to Chinese import and export laws. But there are not any clear specifications. The majority of businesses and people repackage the goods, necessitating customs declarations as well as the inspection of tiny parcels that are transferred internationally.

The Approach Used to Obtain the Results

The approach used to obtain these results included a systematic literature review. The goal of this procedure was to appropriately document the data that was acquired throughout this review process. Liu *et al.* (2021) reviewed that the Mendeley programme was utilised by the writers

to scan and extract pertinent information. The columns taken into consideration for this review included the paper title, research SID, publication year, sources, article type, settings, region, methodologies employed in the studies, as well as a theoretical framework. According to Kozak and Buhalis (2019), questions on quality inspection have been established to conduct this systematic review. Using research techniques from certain studies, the writers looked for study data. They started by concentrating on the kind of paper—that is, whether it is merely a report or based on an examination. Doole, Lowe and Kenyon (2019) reviewed that information on the objectives and advantages mandated by these articles was abstracted by the writers. In order to make research claims, we looked at the methodology of the piece whether it was an article about the research. The academic literature sources included in English sources were the only ones used for this investigation. Furthermore, within China's geographical zones, the research was chosen for inclusion based on pre-established quality standards. The methods used to draw the literature created future scope due to certain identified shortfalls that need to be bridged to develop a better direction for the future.

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Programme-MBA – Master of Business Administration Module-Strategic Management

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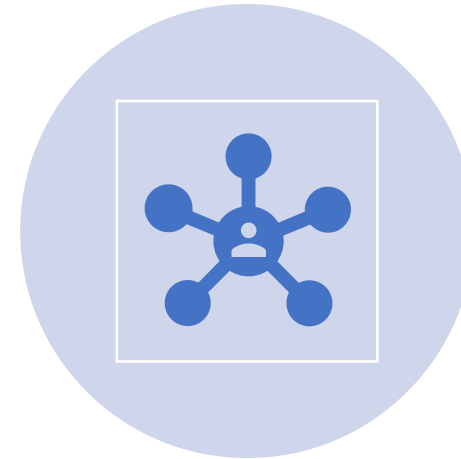
Module code-LCMB7003



summary of the results for each experiment



LOGICAL INCREMENTALISM HELPS IN IMPROVING THE EFFICIENCY OF AN PUBLIC ORGANIZATIONS THROUGH STREAMLINING THE PROCESS OF THE TASKFORCE. BY THIS THE MANAGEMENT CAN OFFER FREE TIME FOR EMPLOYEES BY MAKING THEIR TASKS EASE SO THAT THEY CAN FOCUSES ON MORE PRODUCTIVE TASKS.



PUBLIC ADMINISTRATIVE SERVICE FOCUSES ON STAKE AS DIFFERENT GROUPS STAKES INTO COLLABORATION, COMMUNITIES AND PUBLIC ORGANIZATIONS. GOVERNMENT'S DECISION MAKING PROCESS IS ALSO INCLUDED INTO IT WHICH REFERS ECONOMIC, POLITICAL AND SOCIAL CONCERN AS WELL. (GUSTAFSSON,HERMELINANDSMAS, 2019).

summary of the results for each experiment



The service adhere to developing a balance between stakeholders interest and their concern proper scheduling appointment where it has implemented strategic negotiations. In public administrative service government plays a role where the negotiation process focuses on dealing with public situations and Democratics responsibilities further (Bryson and George, 2020). It creates a flexible work-culture and some free time can be generated through this where employees can be appointed for their suitable training further.



It seems that strategic planning involved the concept of innovation which has the credibility to create solution for upcoming challenges. The approach rely on same elements while dealing with any stakeholder analysis and strategic issue management. It offers a potential to delver accurate moratorium period which developed a better outcome for the creditors and help to meet goals purposefully (Hunger, 2020).