



Name- Varun Mohan Menon

Student ID- 2308331

Module Name- Strategic Management

Module Code- LCMB7003

Assignment Title: Strategic Management Report

Lecturer- Professor Amare Desta

Submitted on 22nd August 2024

TABLE OF CONTENTS

1. INTRODUCTION	3
2. THE EMERGENCE OF VIRTUAL ORGANIZATIONS.....	4,5,6
3. PLANNING IN VIRTUAL ORGANIZATIONS	
3.1 CHALLENGES FACED BY VIRTUAL ORGANIZATIONS.....	7,8,9
3.2 OPPORTUNITIES IN VIRTUAL MANAGEMENT LIKE ZAPIER.....	9,10
4. DESIGNING IN VIRTUAL ORGANIZATIONS	
4.1 CHALLENGES IN DIVIDING VIRTUAL TEAMS.....	11,12
4.2 OPPORTUNITIES IN DESIGNING VIRTUAL ORGANIZATION.....	13,14
5. LEADING VIRTUAL TEAMS	
5.1 CHALLENGES / KEY STRATEGIES OF LEADING THE VIRTUAL TEAMS.....	14,15
5.2 OPPORTUNITIES IN LEADING VIRTUAL TEAMS.....	15,16
6. ANALYSIS OF CASE STUDY.....	17,18
7. CONCLUSION.....	19
8. REFERENCES.....	20,21
9. APPENDICES.....	22,23,24,25,26,27,28

INTRODUCTION

When all employees of a firm operate from different places and are present as one cohesive entity, the business is said to be virtual. Encouraging collaboration and real-time communication across physical distances is possible through computers, software, phones, and technology. Establishing thorough protocols that guarantee uniformity in worker performance and giving staff members the tools and assistance they require to carry out their duties in a remote work setting are crucial for virtual companies (Indeed Career Guide, 2023). Human beings can connect their apps and services with Zapier, an online automation platform. With no coding language required or reliance on developers to create the integration, a person can link two or more apps to automate tedious processes. An individual can start using Zapier by following the guidelines, which take anyone through the main ideas (Zapier, 2024). Zapier is a tool that enables non-technical people to automate daily activities and set complex app connectors. Through a Zapier App, a person can make API available to the millions of users on the Zapier platform, allowing it to instantly link with hundreds of other apps (Platform UI, Accessed on 9th July 2024). Zapier is regarded as a virtual organization. This report will cover topics related to virtual organizations, including their emergence, planning in virtual management, creating virtual organizations, managing virtual teams, and case study analysis.

2. THE EMERGENCE OF VIRTUAL ORGANIZATIONS



Image Source Information- <https://www.xray.tech/post/zapier-vs-make>

Developments in technology are inextricably tied to the emergence of virtual organizational systems. A physical assembly of personnel was necessary for conventional firms years ago. Consider the hierarchical and bureaucratic processes used in the administrative offices of the industrial age (Study Smarter, 2024).

1. A revolution in corporate structure occurred with the introduction of the Internet. Virtual has come to represent not just the spatial, but also the functional and temporal distribution of job responsibilities.
2. Global company activities could be coordinated, and communication channels established by the 1990's because of the technology driven platforms.
3. Cloud based platforms that provide collaboration tools, facilitate improved communication, and encourage the widespread use of virtual organizational structures later emerged in the 2000's (Study Smarter UK, 2024).

With online tools and platforms like Slack, Asana, and Zoom, employees in a virtual corporation can be physically anywhere in the world. Global firms can offer services to anyone, anywhere on the globe. The virtual company exists nonetheless, with departments,

processes, and organizational structures just like any other. Though they might not be real in the traditional sense, they can appear to be because of software. “Unreal but made to look real” is how some have characterized them (Brewer, 2024).

In order to provide goods or services, a virtual organization can also be a flexible network of distinct, cooperative organizations and individuals. This structure may be permanent, transitory, or pertaining to a certain area of the business (Brewer, 2024).

There are different techniques and types that exist currently which are as follows:

- 1.) Mobile Working.
- 2.) Virtual Teams.
- 3.) Telecommuting.
- 4.) Hot desking
- 5.) Telecentres.

Apart from Zapier, some of the other organizations like Dell Computers, GitLab and other companies are also in favor of the virtual organizational structure.

If a person is on a slack that means the person is at work, According to Zapier. The group was founded by three people and now employs more than 550 people across 38 countries in the last ten years. The idea originated at a 2011 Startup Weekend in Columbia, Missouri, and is centered around automating the use of web apps. The three co-founders of Zapier started off working in separate cities and part-time jobs while creating the app as a side project. Their structure has been the same as when they were initially virtual. The Y-combinator accelerator accepted them in 2012. They never worked in the same city at the same time except for these three months. As of the end of 2012, they had eight employees working from Nebraska, Missouri, Pennsylvania, Florida, and Tennessee, in addition to a head of support based in Chicago. The UK and Thailand saw the hiring of their first foreign workers by 2014 (Brewer, 2024).

KEY TRENDS AND FACTORS DRIVING THIS SHIFT

Modern organizational behavior is being revolutionized by virtual teams, which are becoming an essential component in the era of globalization and sophisticated technology. It's important to recognize the impact virtual teams have on modern organizational behavior. Their advantages include:

- Ability to bring together a brilliant and varied global workforce.
- Significant savings in travel related time and expenses.
- Higher possibilities for providing clients with time zone adjustments.
- An increased level of adaptability and flexibility.

Conversely, there are difficulties that come with working in virtual teams that come with working in virtual teams, like a lack of face-to-face interaction, cultural disparities, communication obstacles, and trust issues. Organizations using a virtual team organizational structure should therefore exercise strategic planning. For instance, many types of firms that are creating strategies for their clients are located all over the world. It creates virtual teams of professionals from various international fields, including marketing, finance, human resources, and more to provide professional advice and tactics. These teams use cutting edge technologies to cooperate and communicate while developing customized client strategies. An efficient virtual team organizational structure is demonstrated by the coordinated and synchronized efforts made throughout the whole process from ideation to plan execution (Study Smarter, 2024).

ADVANTAGES AND DISADVANTAGES OF WORKING IN A VIRTUAL ORGANIZATION LIKE ZAPIER.

Prominent firms that have effectively implemented remote work: Zapier and Buffer are outstanding instances of businesses that have done so. One automation tool firm, Zapier, gives employees the freedom to work remotely from any location and prioritizes remote work. These businesses show how successful remote work can be when it has the proper tools and procedures in place (Low, 2023).

ADVANTAGES OF WORKING FROM HOME IN A COMPANY LIKE ZAPIER

1. Flexibility
2. Increased Productivity
3. Cost Savings
4. Balanced work life schedule
5. Less time on the road
6. More satisfaction (Low, 2023).

DISADVANTAGES OF WORKING FROM HOME IN A COMPANY LIKE ZAPIER

1. Isolation and Loneliness

2. Difficulty separation work and Personal life
3. Miscommunication
4. Easy to distract
5. Mental Health (Low, 2023).

3. PLANNING IN VIRTUAL ORGANIZATIONS

If a company wishes to automate some tasks, Zapier is a perfect choice. Both small and large businesses, as well as solopreneurs, can use it. Independent contractors and consultants can also use it to oversee the workflows of their clients (Packt, 2021).

While the pricing plan is appropriate for the company that will depend on its demands. The choice will be influenced by how many processes the company wants to automate and how complicated they are.

Frequently testing various User Interface (UI) improvements on user groups, the Zapier team is highly proactive in striving to deliver the best experience for the users (Packt, 2021).

Employers are starting to encounter difficulties specific to remote teams as more and more options for remote work become available (Indeed Career Guide, 2023).

Some of the typical difficulties faced by virtual organizations / remote teams and their solutions which are as follows:

1. Communication- Due to communication bottlenecks, some supervisors may discover that distant work yields lower output. Usually, there are two variables involved in this issue. The first is availability, as team members can choose when to begin working at their own pace. Divergent communication styles represent the other factor. While some team members might prefer minimal engagement, others might seek regular, energetic correspondence. By leading by and being explicit about your expectations, you can enhance communication as a proactive manager. Establish a web-based messaging service that enables real-time chat among team members by asking them to make themselves accessible online within a specific window of time. Encourage team members to communicate with you as frequently as possible and outline the standard of communication which an individual likes them to strive. An individual should think about providing regular video conferences to facilitate contact to organize the communication efforts (Indeed Career Guide, 2023).

2. Collaboration- To foster creativity and promote dialogue, collaboration is essential for remote work to be successful. Communication problems can exacerbate the sense of disconnection that comes with physical distance, which is why members of virtual teams may find it difficult to work together.

3. Office Culture- The collection of values and attitudes that define a certain workplace is called its office culture. How its members behave, approach problems, and interact with the organization is shaped by the conventions that make up its culture. Establishing a cultural identity among the team members might be challenging in the absence of a common environment because of the shared reality and frequent in person contacts that contribute to the formation of a culture.

Establishing a strong culture for your virtual "office" can be accomplished with the help of routines. Plan regular mini events that let your staff express themselves and give them something to look forward to using message or conference software. Think about implementing a trivia game with a tangible prize every month or a weekly icebreaker question to encourage team members to get to know one another. Workplace culture can be shaped by small moments like these, which employees may view as defining characteristics (Indeed Career Guide, 2023).

4. Professional Boundaries- Individuals define professional boundaries as guidelines to prevent their personal and professional lives from becoming too similar. For the best work-life balance and to prevent burnout, they are indispensable. Because their workstation is typically also their living area, members of virtual teams may find it difficult to draw boundaries between their personal and professional lives. Setting attainable deadlines and reasonable goals for the team that will help to promote the establishment and enforcing of limits. Staff working in the organizations are more likely to achieve their goals during regular business hours if they are not struggling to finish their tasks.

5. Breaks- Breaks present a problem when it comes to limits. It can be beneficial to increase focus, productivity, and stave off fatigue during the workday to take regular breaks. Remote workers frequently forget to take breaks, which is an issue. Numerous factors contribute to this phenomena. Resting at home, which they already identify as a comfortable place, makes some people feel bad. Some people may struggle with time management and prefer to catch up on work by skipping breaks and even lunch.

6. Structure- The function that each team member performs is referred to as structure. In an online team, the managers responsibilities could be obvious, but others might not be. As they might view themselves as lone operators with little direct influence over the work of others, remote workers may feel uncertain about their role in relation to their colleagues,

which is probably the source of this problem. Make sure everyone is aware of how to begin each project by assigning duties to distant team members. You might also explain the idea of time-blocking, which involves designating particular weekday hours for designated tasks. Email correspondence, for example, may take up the first part of the day, and product production and marketing take up the second.

7. **Trust-** Being able to recognize other contributions and non-verbal clues that communicate abstract concepts like honesty and forthrightness are two elements that create a trusting team environment. The absence of these variables is common in virtual teams due to physical separation. Consequently, bad feelings may arise among team members when people start to believe that others aren't contributing as much or when they misread messages as aggressive as hostile. Being completely upfront is one method to keep mistrust from growing within your team. Make use of task management software that lets your group monitor each person's progress toward both personal and team objectives. Everyone will then be aware of the level of contribution from their teammates to the team. As these abilities are essential for avoiding misunderstandings, encouraging cautious correspondence as well as deeper reading comprehension is another strategy (Indeed Career Guide, 2023).

8. **Distractions-** While coworkers and managers can support employees in maintaining focus on their task, an office setting trends to be rather self-regulating. These balancing factors are missing from home, where they are replaced with distractions. It might therefore be simple for certain team members to get distracted by extraneous activity. Establish ground rules for both one-on-one and group meetings to reduce distractions and guarantee optimal team performance.

9. **Office Supplies-** A wide range of office supplies, including furniture, equipment, writing instruments, organizers, and other tools, are available to in-office teams through their employment. Virtual teams don't always have access to this. Consequently, individuals could find it difficult to finish their work due to a shortage of tools or experience discouragement about spending money on office supplies. Enough funding should be allocated to the budget to give the team the tools they need and desire to support growth in a remote workplace (Indeed Career guide, 2023).

3.2- OPPORTUNITIES IN VIRTUAL MANAGEMENT LIKE ZAPIER

1. **Flexible Hours-** Many employers in virtual firms provide their employees with flexible scheduling options, providing that they stay within predetermined boundaries. Certain businesses, for instance, set core hours, i.e. from morning to afternoon in a certain time

zone every day, and permit workers to work whenever they like outside of those times. Companies can frequently accommodate a wide range of diverse personnel and their lifestyles because of this degree of flexibility (Indeed Career Guide, 2023).

2. Control of overhead expenses- The physical locations where conventional organizations operate are getting more and more expensive to maintain. Certain physical sites have luxurious interior design and contemporary architecture, drawing large rental fees. Several personnel hired to manage the work in the physical area, maintenance charges, lighting furniture, cleaning, and stationery expenses are included in the additional itemized overhead expenses. Given that they have fewer administrative costs to pay, virtual organizations typically have lower operating costs (Etefe, 2023).

3. Access to new markers and opportunities- Without the need for real office space, virtual organizations can readily tap into new markets and seize new opportunities. Employing remote sales teams that can penetrate new markets, they function with flat organizational structures. Virtual organizations can provide fantastic customer service because they use unified communication solutions.

4. Global Pool of talents- Experts or talents from anywhere in the globe can be hired by virtual organizations. Employers operating virtually can access a wider pool of talent by hiring workers remotely, which is especially useful for special initiatives involving shared interests. With the help of this technique, they may also offer their clientele worldwide superior and better services. Additionally, flexible working schedules are engrained in the ethos of the worldwide pool of skills. Flexible work schedules, therefore, facilitate diversity and inclusivity by enabling individuals to set their own schedules with predetermined boundaries (Etefe, 2023).

5. Improved employee satisfaction- Due largely due to the greater flexibility offered to workers to work from home, employee happiness is higher in many virtual firms. Given the flexibility of working remotely, several employees report feeling less stressed and missing fewer workdays. People may be inspired to produce high-caliber work on their employer and overall business morale is raised as a result (Indeed Career guide, 2023).

4. DESIGNING IN VIRTUAL ORGANIZATIONS

The advantages of remote work for workplace efficiency are becoming increasingly apparent to businesses.

Being “in the office” is a regular employment necessity, which naturally adds pressure to perform work in person in the design sector. Conventionally, design thinking and processes are thought to require in-person activities with white boards, sticky notes, and other office equipment (Elman, 2017).

4.1- CHALLENGES IN DIVIDING VIRTUAL TEAMS

1. Challenges in workflows and workplaces- Compared to non-virtual work settings, workflows in boundaryless or virtual companies are comparable. But because virtual organizational structures are less rigid, managing virtual workflows presents difficulties, particularly regarding productivity and efficiency. Another problem is predictability. Notwithstanding established organizational protocols, managers have less authority and influence over the real actions that virtual employees engage in while at work. When working remotely, for instance, a worker may specifically take care of housework during designated work hours. In addition, supervisors are not privy to details regarding the nature of each worker’s workplace. Organizational change and strategic management are made more difficult by this circumstance.

Working with these workflow-related issues is necessary for virtual organizations to execute organizational change. Supervisors need to be aware of and cognizant of the methods that employees use to complete their tasks, not only the methods that are set forth. Given the virtual nature of communication within the firm, this difficulty is challenging to solve. Workers may be reluctant to disclose all the details of their activities that they engage in while at work. It is challenging to identify occupational safety concerns that impede effective organizational change management when managers do not have access to real workflow data. Workflow efficiency and productivity are also impacted by workplace impediments and disarray for each individual employee. A contributing component to delinquent behavior, according to the Broken Windows Theory, is disorderliness. Such variables may make it more difficult for employees to successfully alter their workflow and related behaviors throughout an organizational change process (Springfield, 2023).

A comprehensive awareness of the problems with communication, workflows and workspaces, technology obstacles, and sociocultural aspects is necessary to successfully transform a virtual organization. Practicing succinct but thorough verbal and written communication can help managers confront communication problems. The same should be done by virtual workers. Management must be transparent to encourage employees to

share personal information about their actual processes, workspaces, and sociocultural contexts due to the issues in these areas. Managers and leaders need to institutionalize programs and processes to facilitate smooth and efficient transitions to new technologies to get beyond the technological obstacles that impede organizational change. For this to happen, the IT Department's assistance is necessary.

Using organizational transformation models requires adjustments in addition to these approaches. For non-virtual businesses, traditional change models like Lewin's and Kotter's work best. These conventional methods are less effective due to the features and problems associated with virtual organizational design. Change implementation success could be achieved, though, if these models are modified. To collect information about the virtual workplace characteristics and sociocultural surroundings of individual workers, a supervisor in a specialized capacity can conduct regular one-on-one interviews. A change model tailored to the unique requirements of the virtual organization and its human resources can be created by managers using the information that results (Springfield, 2023).

2. Solving issues and challenges in organizational change management in virtual companies- A comprehensive awareness of the problems with communication, workflows and workspaces, technology obstacles, sociocultural aspects are necessary to successfully transform a virtual organization. Practicing succinct but thorough verbal and written communication can help managers confront communication problems. The same should be done by virtual workers. Management must be transparent to encourage employees to share personal information about their actual processes, workspaces, and sociocultural contexts due to the issues in these areas. Managers and leaders need to institutionalize programs and processes to facilitate smooth and efficient transitions to new technologies to get beyond the technological obstacles that impede organizational change. For this to happen, the IT department's assistance is necessary (Springfield, 2023).

4.2- OPPORTUNITIES IN DESIGNING VIRTUAL ORGANIZATION

There is a significant demand for learning agility and innovation. The issues that many organizations are currently facing include, but are not limited to, redeploying talent, setting up remote workplaces and flows, developing the necessary capabilities, supporting troubled supply chains, aiding in humanitarian efforts, determining whether to furlough or retain employees, and preparing for reopening in the face of uncertainty (Pillay, 2024).

A series of Zoom sessions to tackle these issues are likely to wear out people and teams, sapping their creativity and agility just when they are most required. Virtual Reality mental reset programs might be the ideal remedy in these situations.

What precisely does virtual reality offer then ?

1. Mental Vacations on demand.
2. Mental Rejuvenation and Resilience.
3. Freedom from monotony.
4. Time to generate ideas.

The careful usage of virtual reality is crucial for these reasons. But when used intelligently, Virtual Reality (VR) can increase learning agility and creativity by reviving energy, piquing curiosity, and fostering originality as every individual daydream in their way through a fantastical environment intended to supplement and enrich the realities of day-to-day employment (Pillay, 2024).

5. LEADING VIRTUAL TEAMS

With employees spanning six continents, Zapier is the company that invented the simplest method to automate your operations. Despite being entirely remote, they have been able to develop a strong sense of trust, excellent communication, and efficiency (McKinley, 2019).

Same as AUTOMATTIC AND GITHUB, Zapier mostly uses asynchronous communication. To enable remote team members to easily work and collaborate inside their own time zone, asynchronous work environments are essential for fully remote employees (McKinley, 2019).

Now a days, a large portion of the workforce works remotely because of the digital era. Many firms were forced to quickly adapt to remote work arrangements because of the Covid-19 pandemic, which hastened this transformation (The Economic Times, 2023).

5.1- KEY STRATEGIES OF LEADING THE VIRTUAL TEAMS:

1. **Clear Communication-** Efficient communication is a cornerstone of managing teams that work remotely. Team members communicate a lot in writing and vocally while they work remotely. Communication channels need to be available and opened by leaders. Efficient communication can be facilitated by individual check-ins, team meetings on a regular basis, and collaborative platforms like Microsoft Teams or Slack.

2. **Set Clear Expectations-** Teams working remotely require explicit expectations and procedures. It is imperative for leaders to set deadlines, targets, and key performance indicators (KPIs). That way, even in situations when people are geographically separated, everyone is on the same page and working towards the same goals.

3. **Leverage Technology-** To close the physical divide, embrace technology. Use cloud-based platforms conferencing tools, and project management software to collaborate easily. Proactive communication and project monitoring are made possible by these tools, which boost output (The Economic Times, 2023).

4. **Cultivate Remote Culture-** Assist distant team members in developing a feeling of unity and connection. Through online coffee breaks, team building exercises, or casual conversations, promote social connection. Engagement and teamwork are engaged in a strong remote culture.

5. **Lead by example-** The foundation of effective virtual leadership is setting an example. Exhibit the attitudes and work habits that you want from your group. Engage in remote work with dedication, timeliness, and professionalism.

6. Continuous learning- Assist the remote team members in their ongoing education and growth. Let them participate in webinars, workshops, or online courses to further their education and skill sets.

7. Adapt to change- This is a dynamic environment for remote work. It is the time to change with times as new approaches and technologies arise. An effective virtual leader must possess these two qualities above all others (The Economic Times, 2023).

In summary, managing distant teams necessitates a combination of technology, trust, flexibility, and efficient communication. By putting these tactics into practice, managers may build a productive, engaged, and inspiring virtual workplace where staff members are driven. Comprehending virtual leadership is crucial for the success of any firm, since remote work remains a common aspect of the contemporary workplace (The Economic Times, 2023).

5.2- OPPORTUNITIES IN LEADING VIRTUAL TEAMS

More than just recognizing disparities in racial, gender, age, and cultural background is included in the notion of workplace diversity. Encouraging everyone to feel involved and be able to do their best work is about appreciating their individual contributions. As teams become more remote, there is more potential for diversity, which also begins with its new challenges for globally operating firms (Virtual Coworker, 2024).

Businesses looking to increase their flexibility and productivity can now benefit greatly from the use of virtual help. Businesses that adopt virtual teams can connect people from different cultures and backgrounds and tap into a larger talent pool. An innovative and dynamic work atmosphere that promotes growth and invention is created by this blending of viewpoints.

Innovation and creativity are stimulated in the workplace by diversity. A diversity of perspectives resulting from varied cultural experiences and backgrounds enriches the brainstorming process and produces innovative ideas. Diverse teams have tackled difficult issues in the real world by coming up with creative solutions that a more homogeneous group could not have thought of.

A respectful and diverse work environment increases employee happiness and retention by creating a sense of community. Productivity and retention rates are greater in diverse workplaces when there is a sense of respect and belonging among the workforces. Richer problem-solving, greater innovation, and a more enduring brand image are all benefits of diversity that can boost business performance financially (Virtual Coworker, 2024).

6. ANALYSIS OF CASE STUDY

Beginning as a three-person business with headquarters in Missouri, Zapier has expanded to 180 remote workers spread across 17 nations and 25 states. The business has no main office. Since its founding in 2011, the company has increased applications by more than 50%. In the past, Zapier unveiled a “delocation package” that gives new hires the freedom to work anywhere they choose (RemoteWork360, 2020).

Currently headquartered in the Bay Area, Foster the CEO of workflow automation app Zapier, uses technology such as Slack and Zoom to keep all employees in the firm informed and engaged. It also makes use of company retreats and in-person onboarding sessions to maintain a high level of culture.

Zapier was first an afterthought. Because evenings and weekdays don’t have offices such was the arrangement for a while. The two-bedroom apartment shared by Mike Knoop, Bryan Helmig, and Foster, the co-founders of Zapier, and Foster, was their home over the summer of 2012. In the whole history of the company, that was the only location when everyone was in one location. According to Foster, there are clear benefits along the route, but there are some challenges. Access to a global talent pool is one of the benefits you receive. Hiring will be difficult if the limit is 30 miles away from the corporate office. As an example of this, consider the barrier that separates Google, Facebook, and Apple from other employees due to their financial capacity. Nothing else, not even well-funded businesses, can match the salary they can provide. Competitiveness is intensive in the Bay Area challenge.

People’s retention is also facilitated by it. Individuals who have the option to work remotely find it easier to balance their personal and professional lives. It is difficult to be there for those who have families, children, parents, grandparents, and other relatives when they commute. This allows an individual to mix that in a slightly better way in a remote setting. And so, they stay because they realize it’s a nice job that fits well with their lifestyle that has enormous power in terms of business continuity. Thus, therefore, are the two main benefits.

Communication is one of the things which needs to be improved. Zapier has customers worldwide. It is not appropriate to casually approach someone in the hallway or duck into a meeting room. To ship products, serve customers, or market to clients. For example, an individual needs to be quite rigorous about how to do the things that he is about to do. An individual also needs to have a process around that.

Foster defines the culture as having two distinct aspects: the camaraderie over relationships element and the culture side of it. Our mission and values genuinely motivate us, and they are the values that drive us from a cultural perspective. Default action is one example of such an item. Self-starters that are inquisitive and can seize opportunities are essential in remote work environments (RemoteWork360, 2020).

Deeply rooted in transparency, second value. It is important to ensure that individuals who are actively engaged have access to the most up-to-date information possible. So that people can be self-starters and take that action, an individual needs to do an excellent job of recording your work and distributing it globally. In addition, we employ a different set of values, which we try to instill in the organization by including them into the hiring and performance evaluation processes. As a result, everyone is continuously considering these cultural values and what it is that makes us successful. Foster still preaches them, for sure, but the organization is now starting to preach them as well.

One of our programmers recently made a collection of emojis that symbolize our corporate ideals, and we utilize Slack as our communication tool. And from now on, they will utilize an emoji reaction that embodies those ideals if they witness someone in Slack acting in a way that reflects those attributes. This becomes like naturally reinforcing things that move your organization forward as the employees begin to sort of take these up on their own. As far as culture goes, that has really helped us.

It's important to strive for camaraderie in a remote organization because loneliness can easily become entrenched there. Throughout the day, a person will work alone. To strengthen your relationships and bonds with your coworkers, you must figure out how to do so. We continue to perform in-person events in addition to a couple of other effective things. We fly the entire staff in for a twice-yearly semiannual business retreat so they may spend time together. We commemorate the last six months and make plans for the upcoming six months in what ultimately turns into large reunions. Basically, they're just enjoyable times to strengthen the relationships with the coworkers.

Considering this, those kinds of things foster such connections. These are crucial ties they forge. The saying goes, "You want to get to know your neighbor before your house is on fire." I once heard this comparison. In remote work environments, or any workplace where rapport and trust have already been built, it's akin to wanting to get to know your coworkers before diving in to tackle a particularly challenging or complex problem. You and they can overcome difficult, complex issues because you both know that you are wonderful people.

As a result, these rituals for fostering camaraderie and relationships become crucial for distant companies (RemoteWork360, 2020).

CONCLUSION

Companies like Zapier, which are virtual organizations, serve as examples of the advantages of the modern company evolution. These benefits include reduced costs, more employee happiness, and better access to a worldwide talent pool. Their achievements show that with careful preparation and flexible leadership, communication, teamwork, and cultural obstacles can be successfully handled. The rise of virtual organizations will not stop if workforce attitudes, and technology keep up. Utilizing technology effectively, establishing and upholding a remote culture on purpose, and having clear expectations and communication lines are all essential for success. Global talent access also amplifies creativity and diversity, and new leadership competencies specifically designed for remote teams become indispensable. In an increasingly digitized and globalized market, adopting virtual frameworks will put organizations in a favorable position.

REFERENCES

Brewer, T., (2024), *“How to scale a Virtual Organization”*, Available at <https://www.functionly.com/orginometry/org-strategy/how-to-scale-a-virtual-organization> (Accessed on 5th July 2024).

Etefe, J., (2023), *“Managing Virtual Organizations: What are the underlying implications”*, Available at <https://thebftonline.com/2023/04/25/managing-virtual-organisations-what-are-the-underlying-implications/> (Accessed on 6th July 2024).

Elman, J., (2017), *“How Zapier is building a remote design culture”*, Available at <https://www.invisionapp.com/inside-design/zapier-remote-design-team/> (Accessed on 11th July 2024).

Indeed, Career Guide, (2023), *“What is a Virtual Organization with benefits and challenges”*, Available at <https://www.indeed.com/career-advice/career-development/virtual-organization> (Accessed on 6th July 2024).

Indeed, Career Guide, (2023), *“9 Challenges of Virtual Teams: Causes and Solutions”*, Available at <https://www.indeed.com/career-advice/career-development/challenges-of-virtual-teams> (Accessed on 7th July 2024)

Low, T., (2023), *“What are the Advantages and Disadvantages of Working from Home”*, Available at <https://www.linkedin.com/pulse/what-advantages-disadvantages-working-from-home-travis-low/>

McKinley, H., (2019), *“How Zapier Works Remotely”*, Available at <https://www.linkedin.com/pulse/how-zapier-works-remotely-hunter-mckinley/> (Accessed on 9th July 2024).

Platform UI Zapier, *“Introduction of Zapier”*, Available at <https://developer.zapier.com/cli-guide/introduction> (Accessed on 9th July 2024).

Packt, (2021), *“Which is the right Zapier Plan for the Business”*, Available at <https://subscription.packtpub.com/book/business-and-other/9781800208971/2/ch02lvl1sec07/choosing-the-right-zapier-plan> (Accessed on 8th July 2024).

Pillay, S., *“Enhance Learning Agility and Innovation with Virtual Reality”*, Available at <https://trainingindustry.com/magazine/jan-feb-2021/enhance-learning-agility-and-innovation-with-virtual-reality/> (Accessed on 10th July 2024).

RemoteWork360, (2020), *“Case Study – Hear How Zapier Built a Successful Distributed Business”*, Available at <https://www.remotework360.com/it-stalwart-zapier-was-built-as-a-distributed-business/> (Accessed on 7th July 2024).

Springfield, R., (2023), *“Managing changes in Virtual Organizations”*, Available at <https://panmore.com/managing-change-in-virtual-organizations-issues-and-challenges> (Accessed on 9th July 2024).

StudySmarter UK, (2024), *“Virtual Organizational Structure”*, Available at <https://www.studysmarter.co.uk/explanations/business-studies/organizational-behavior/virtual-organizational-structure/> (Accessed on 6th July 2019).

The Economic Times, (2023), *“Leading Remote Teams: Strategies for Effective Virtual Leadership”*, Available at <https://economictimes.indiatimes.com/jobs/c-suite/leading-remote-teams-strategies-for-effective-virtual-leadership/articleshow/104627010.cms?from=mdr> (Accessed on 9th July 2024).

Virtual Coworker, (2024), *“The Top 5 Benefits of Diversity in the Workplace: A Virtual Coworker Perspective”*, Available at <https://www.linkedin.com/pulse/top-5-benefits-diversity-workplace-virtual-coworker-perspective-eiamc/> (Accessed on 10th July 2024).

Zapier, (2024), *“Learn Key Concepts in Zapier”*, Available at <https://help.zapier.com/hc/en-us/articles/8496181725453-Learn-key-concepts-in-Zapier#01H8C8M007K6JTQYNV97BV3ED3> (Accessed on 5th July 2024).

APPENDICES

Strategic Management Group Task Presentation

PRECISE OF THE SELECTED PAPER

Alharbi, R. and Alnoor, A., (2022). The influence of emotional intelligence and personal styles of dealing with conflict on strategic decisions. PSU Research Review, (ahead-of-print).

Purpose: The study explores the role of emotional intelligence (EI) and personal conflict management styles in enhancing strategic decision-making in organizations. It also explores the contribution of various factors affecting the effectiveness of decision-making within organizations. Additionally, it also suggests how organizations may recruit middle-level managers by considering the factors affecting effective decision-making and how to improve them. Furthermore, it highlights the necessity of the relational skills of leaders and managers of all levels for conflict resolution and making decisions effective.

Methodology: A sampling method has been used to carry out this research article. The sample consists of 324 managers of different small and medium business organizations in Saudi Arabia. The sample of 324 managers was taken from a population of 1200 managers working at the middle level of the organization and executing the strategic decisions of the top-level management. The respondents to the research work were selected randomly.

Findings: The key findings of the research include a positive correlation between emotional intelligence (EI) and strategic decision-making, the impact of various dimensions of EI, conflict management styles for achieving mutually beneficial outcomes, and the role of relational leadership for effectiveness in decision-making. As part of the positive correlation between EI and strategic decision-making, the authors of the research work stated that managers with a high level of EI get better, more significant outcomes in decision-making. They also measured the

effectiveness of various dimensions for becoming emotionally intelligent and making effective decisions. The dimensions are self-awareness, self-regulation, motivation, social skills, etc. Among the EI dimensions measured, motivation, social awareness, and self-awareness showed a positive influence on strategic decisions. Self-regulation and social skills, on the other hand, do not have a significant impact on emotional intelligence. As part of conflict management styles, they argued for cooperative management styles characterized by collaboration and compromise, which have a significant contribution to conflict resolution. This conflict management style will make both parties involved in a decision-making process mutually beneficial. As part of the role of relational leadership, they explained the relationship between emotional intelligence (EI) and strategic decision-making. They discussed that emotion can be good or bad, but intelligence is the ability of individuals to accept the right one and reject the wrong one by being relational. That is how relational leadership has a significant positive impact on making strategic decisions effective for organizations. Finally, the authors emphasize the importance of training employees within organizations to develop social skills, as they are helpful for making strategic decisions.

Limitations: The research has been conducted by taking a sample of respondents from the managers of various small and medium enterprises (SMEs) in Saudi Arabia. The management practices as well as strategic management practices of this country are not similar to those of other countries because the nature of the people in Saudi Arabia is different from that of the UK. That is why the application of the findings of the research is narrow.

SUMMARY OF THE SELECTED PAPER

The present study's authors contend that conflict management styles and emotional intelligence (EI) have a substantial impact on how organizations, especially small and medium-sized businesses in Saudi Arabia, make strategic decisions. It is believed that by comprehending these factors, strategic decision-making procedures and results can be improved. Emotional Intelligence is presented as a crucial factor in this context. The philosophers discussed Emotional Intelligence through the search of thought and emotions at least two thousand years ago. It was affirmed that Emotional Intelligence (EI) could improve job performance, and it will always yield positive results. It's also common knowledge that individuals, whether by societal or internal processes, work hard every day to strike a balance between their feelings and their knowledge. Managers who understand the value of Emotional Intelligence are more realistic and confident in their ability to face challenges. The quality, amount, speed, and ability of their labor will consequently continuously grow and improve as demonstrated by their output. Knowing what to do and having specialized knowledge in building leadership abilities allows Emotional Intelligence (EI) to play a major role in the workplace. Consequently prior to that intervention, there is information and resources. The study also explains that most of the studies that have examined the EI of leaders or managers have relied on the five dimensions which are as follows: Self-Awareness, Self-Regulation, Motivation, social skills and empathy. These dimensions may also be the most accurate indicators of driving performance according to the data. Each of these factors should have a favorable impact on strategic choices, according to the authors' hypothesis. Regarding the personal styles to handling conflicts that authors argue that Conflict arises when people have competing demands, ideas, views, or ambitions, or when one party feels threatened by another in an issue that affects the first one. These definitions of conflict can also refer to competition or differences between these individuals. All levels of conflict will inevitably arise, its effects can

either intensify and produce unfavorable outcomes or be handled in a way that produces satisfaction. Cooperation, Compromise, Assimilation, Competition, and Avoidance are the five human conflict management strategies examined in this study. Each of these types is thought to be related to strategic choices, according to the authors' theory. To test their hypotheses, the researchers surveyed 324 managers from small and medium sized companies in Saudi Arabia. The results of their analysis showed that there is a direct positive effect of Emotional Intelligence on Strategic Decisions because two of its components motivation and social awareness had a positive impact, but the other two types of self-awareness and self-regulation did not show any side effects. After that, regarding the personal styles of handling conflicts, the analysis was completely mixed. Because Collaboration, Compromise and Assimilation showed some positive effects on the strategic decision outcomes, while the competitive one had only negative effects. The author has explained that one possible consequence of this is that employing and promoting personnel based on their emotional intelligence may need them to have high emotional intelligence. It is important to overstate the advantages of Emotional Intelligence (EI) as a fundamental ability for managerial staff in handling conflict and making decisions. EI may have a good impact on team member's trust, according to the latter authors. One important factor that can lessen friction within a team is this. For managers responsible for making decisions and team leaders, the results of this study will have important applications. It is required of leaders to know how to minimize the harmful and bad outcomes of conflict. Success and increased production are what will come of this. By applying EI explicitly to strategic decision-making, the study adds to the expanding body of research on the subject in organizational contexts. Additionally, it fills in a vacuum in the literature by shedding light on these dynamics within the context of Saudi Arabian SMEs and organizational milieu. Research demonstrates that how managers handle their internal conflicts has a detrimental impact on the outcomes of the ministry's strategic decisions. In order to change how people interact with one another during disagreements, it is necessary to stand by that element, try to understand its sources, and provide training and development programs. The author has said that one cannot overstate the significance of EI for managers when making strategic choices. According to the study's findings, relational leadership has an indirect good influence on the outcomes of strategic decisions, whereas EI cooperative patterns, and conflict resolution comprehension have a direct positive impact. Therefore, while selecting candidates to be managers of organizational divisions and units, attention must be paid to those who have a high emotional intelligence (EI) level.

Candidates with complementary and related jobs in other departments and units should be given special consideration during the selection process. It is impossible to overstate the role that emotional intelligence (EI) plays in managers' ability to successfully implement leadership techniques, especially in regarding the social skills necessary for them to maintain productive and healthy relationships with one another. Managers must be made aware that developing social skills—either through training or ownership—is the primary factor in preparing great leaders. One possible consequence of this is that employing and promoting personnel based on their emotional intelligence may need them to have high emotional intelligence. It is impossible to overstate the advantages of emotional intelligence (EI) for managerial staff as a fundamental competency in handling conflict and making decisions. EI may have a good impact on team members' trust, according to the latter authors. One important factor that can lessen friction within a team is this. For managers responsible for making decisions and team leaders, the results of this study will have important applications. It is required of leaders to know how to minimize the harmful and bad outcomes of conflict. Success and increased production are what will come of this.

REFERENCES- lharbi, R. and Alnoor, A., (2022). The influence of emotional intelligence and personal styles of dealing with conflict on strategic decisions. PSU Research Review.

2 SLIDE PPT PRESENTATION OF THE BELOW MENTIONED QUESTION

a) accurate & relevant source of information and restate the author's argument but without your opinion.

Introduction

Sample Size To test the hypotheses, the researchers polled 324 managers from Saudi Arabian SMEs.	EI and Conflict Management EI and Conflict Management styles help Saudi Arabia's small and medium-sized enterprises make better strategic decisions.
Elements of EI Outlines the elements of EI used by organisational leaders and managers: self-awareness, self-regulation, motivation, social skills, and empathy.	Conflict Management Styles Five different conflict management styles: cooperation, compromise, assimilation, competition, and avoidance.

Source Information - R. Alharbi, A. Alnoor, (2022), Emotional influence of strategic decisions.

REFERENCES- lharbi, R. and Alnoor, A., (2022). The influence of emotional intelligence and personal styles of dealing with conflict on strategic decisions. PSU Research Review.

AUTHOR'S MAIN ARGUMENT, METHODOLOGY AND FINDINGS

- 1** Researchers polled 324 Saudi Arabians SME's managers about emotional intelligence, conflict resolution, relational leadership, and their influence on strategic decisions.
- 2** EI promotes positive strategic decisions and staff performance when nurtured internally.
- 3** The study emphasized EI's critical function in SMEs, stressing how social awareness and motivation positively affect decisions despite the lack of direct ties to self-awareness and self-regulating.
- 4** There was no association identified between strategic decisions and personal conflict resolution tactics.
- 5** The authors suggest that focusing on these issues improves decision-making and effectiveness in Saudi Arabia small and medium-sized companies.

REFERENCES- lharbi, R. and Alnoor, A., (2022). The influence of emotional intelligence and personal styles of dealing with conflict on strategic decisions. PSU Research Review.