

Strategic Management Report

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Introduction

Businesses are evolving constantly and changing their dimensions so as per strategies are also required to be changed. As well as the structure and some of the elements that are required to be taken good care of. So, in this task at first, the emotional intelligence part is being discussed. The summary of the paper is done, which is based on the emotional intelligence of the students of a university based in India. This emotional intelligence is required to be taken care of in a proper way because if this is being maintained properly then a person can handle the work pressure as well as personal life in a proper way (Mattos, 2021). Here, the findings and related elements are discussed. In the second part, the overall analysis regarding the virtual organization structure is being done. Strategic management is important in the organization and in the virtual organizations, this also can be used in the proper way possible. So, here all of the advantages and disadvantages of using virtual organizations are crucial.

Part 1: Summary of the Emotional Intelligence Paper

1.1 Overview of the paper

This paper is titled ‘Emotional Intelligence; A Study on University Students’ and is authored by Ravi Kant, where the author tried to properly focus on the emotional intelligence of the students at the Central University of South Bihar, India. This is being done to understand and examine the emotional intelligence among the students and even their different levels based on gender, locality, school of study etc. The paper consists of some of the parts first the introduction, then methodology, data analysis and results and lastly the conclusion. Emotional Intelligence (EI) is a crucial factor for the success of the students in all of the sectors, so here to understand students better all of the related dimensions are being explored properly. Even to check some of the assumptions that EI is high within students as well as EI has various variations among genders. So, in this task, all of the parts of the paper are being properly discussed and summarized.

1.2 Objectives

This paper is dedicated to understanding the students’ EI level based on various factors. This paper here serves various purposes first of all the main aim is to investigate the overall level of emotional level among all of the university students. Like based on what and how students’ EI level gets shaped (Kant, 2019). Secondly, to understand that the EI level here does have a difference based on gender, locality, level of the course etc. Because many factors are liable to shape the EI level of students or people in general. Thirdly, here to compare the EI level among a group of students with another. Specifically, between the students of the school of law and governance here, the EI level is being known here, this is done to understand if the school of study serve as a differentiating factor for the EI levels. Lastly, to understand why gender becomes a determinant to get to see an increase or decrease within the EI level does here the gender changes the level of EI just for the university goes also be understood easily.

1.3 Methodology of the research

A descriptive method is used to conduct this research and here the total research is done on 200 students. The reason for choosing this research method is just because it is the most used and appropriate tool for this type of research or in short perfect one for social sciences research. Moreover, within the 200 students here post-graduate as well as undergraduate students are used. All of the students here are from the School of Education and School of Law & Governance at the Central University of South Bihar and Gaya. In this research to measure the

EI level Weisinger's EI test is used so that based on factors such as structure and reliability the test can be conducted. The validity of the research increased when this test was employed. However, here for the testing and analysis, the predefined hypothesis is going to be employed.

1.4 Analysis and findings of the paper

This study highlights the EI side of the students and this is intended here to understand and know properly the emotional regulation skills of the students. This study is done on the students of the Central University of South Bihar, where this provides information that all of the students of this university possess a higher level of EI as compared to the regular or average benchmark thereon. Even it is being found that female students here are more intelligent as compared with the male students. Here the male students' mean value from the test is lower than the female students. Based upon locality also the testing is being done though no sort of significant difference is being found between the rural and urban students. Still, a bit higher EI average is being found among the rural students. Lastly, here based on the course level and school difference the testing is being done but no significant difference in EI level is found. Here it depicts that schooling and course level do not change that much among the students but comparing with a non-student would show the difference,

The students here who have a higher EI can manage the academic pressure as well as get better grades and even properly maintain healthy relationships. Even it is concluded that the students who possess higher EI are more empathetic, understanding as well and adept in social situations. Understanding situations and taking actions as per that make a student socially aware as well as intelligent. Even for handling stress levels and managing pressure, EI helps because it is capable of building some inner strength lever within the people, it helps to make some informed decisions so the right pathway easily can be chosen. In short, higher EI makes students to be more resilient and successful in academic life.

1.5 Implications

There are a lot of implications present within the paper, and first of all the gender difference-related element. While female students have a higher EI level the support services are tended to go in favour of them so a better outcome in future can be gained. Support system means here the opportunities to be provided. Because the individuals who have higher EI can get better results and have higher potential. The male student who has a lower EI do require some training and related elements so can improve their EI levels. Rural students have a bit higher EI so it can be said that upbringing and family structure play a crucial role in properly developing the

emotional side. Lastly, the students require a properly tailored emotional intelligence system to benefit while being a student and with the training here can properly succeed in their professional lives. Because when based on the educational curriculum when the training program is going to be built then professional as well as personal competencies can get enhanced.

Part 2: Critical evaluation of the emergence of the virtual organizations

2.1 Concept of Virtual Organizations

Virtual organizations are like a dynamic network where using technology geographically dispersed people are connected. All of the individuals as well as teams properly organize and connect to achieve the shared goals. A heavy reliance upon tech and communication tools is done so a better collaborative environment can be properly formed. A major difference between the physical offices here is that these do not generate much amount of carbon footprint. The team members here can be located in any of the places in the world and use information and communication technologies to form a better connection (Mogaji and Nguyen, 2022). Using the cloud-based tools as well as project management platforms a proper formation is being done easily.

These types of organizations are the most flexible ones as no sort of rigid roles are present, and most of the time here team-based tasks are being planned. Mostly, based on the project and its needs team members are selected and teams are formed (Mogaji et al., 2020). Traditional places do not focus on skills and expertise but virtual ones are always into assessing and assigning people based on the expertise they possess. Due to globalization and technological advantage, these types of organizations can get employees from all over the globe.

2.2 Advantages of utilizing a virtual organization

From the traditional organization types, these virtual organizations are the most useful ones. At first, it provides companies with a huge cost advantage. Near to zero physical structure is being maintained in these types of organizations so extra money is not spent on office space, equipment, and other utilities (Oosthuizen et al., 2021). This increases the operational income of the company. Secondly, these structures are very flexible and as per the project needs the structure can be changed totally. Due to the volatile business situation a lot of the changes regularly are required to be undertaken so scaling up the organization level is required the most. Thirdly, employees can properly maintain a balance between their work and life. In the traditional ones, people could not even manage much time for their family but in this format, they work from home and connect to the people as well. From this perspective, this format is wanted by all of the employees and it brings much satisfaction. Lastly, due to being operated and managed online, this organization can properly connect all of the dots to access a large pool of talents from all over the globe.

2.3 Planning and leading part discussion within this organization type

A lot of strategies are required to succeed in this fast-moving world because, in every corner and every part of the globe, competition is approaching at a faster pace. So, to deal with that organizations utilize strategic management properly (King, 2019). In the traditional organizational structure and in the virtual ones the strategic management tactic which is being used is a different one. While making some plans for leading the virtual organization a lot of advantages and challenges are encountered. If discussing the advantages then wider participation is being seen the most. Because of overcoming the geographical location, a wider range of employee pool as well as experts can be grabbed easily (Nyame-Asiamah and Ghulam, 2020). Using technology can increase the efficiency of these tasks because rather than just manually controlling information if tech is used then things become much easier. If someone in the planning process misses anything then recorded materials here can ensure a proper focus. But while setting up the leadership tone or the direction not only the verbal communication important but also body language is also a prominent part. However, due to the online-based tasks, the non-verbal parts cannot be communicated here. The technical difficulties within these meetings serve as the most problematic thing available and due to these engagement levels as well as time gets wasted a lot.

2.4 Impact on stakeholders due to virtual organizations

A lot of the stakeholders are also present within the virtual organizations as well. The employees face a lot of positive impacts like they can manage work-life balance properly. This provides a proper level of flexibility along the way, and the global opportunities set the expectation level a lot higher. But due to most of the time working from home less humane interaction is maintained so this leads to social isolation and here even due to lack of interaction also employees cannot get access to any sort of face-to-face interactions and mentorship (Panzone et al., 2021). Then clients or customers are one of the major stakeholders, and the positive impact they get is proper responsiveness. If any sort of customer service is required then easily with a global coverage as well as with a flexible schedule the services can be provided.

When the costs are being reduced with the help of technological advancements (managing the official operations online) then the prices for the products can be reduced and products can be given to the customers at a competitive rate properly (Pantano and Vannucci, 2019). But due to everything being online, the personal touch is missing and strong relations do take time to be built (Lingxian et al., 2019). Data breaches occur more often and security concerns regarding

that just rise so customers show concern regarding this. Managers are the decision makers of an organization and here they can easily get access to a wider range of talents and can reduce the cost (which is one of the major goals of any organization) to increase profitability. However, managing becomes tough due to not getting the option to get connected to the people in person. Building the trust factor becomes tough to maintain as in virtual environments a lack of interaction and connection is present.

2.5 Cultural aspect regarding virtual organizations

Various cultural elements are adopted so virtual organizations can be managed properly as well as with ease. Communication style is a crucial element within organizations so the cultures with direct communication style are preferred the most in these organizations. Indirect ones are not useful as the ideas will be difficult to communicate thereon. Even the written communication format is the most useful one because face-to-face conversations are less effective. After all, the opportunity for showing face is less present. To ensure better connectivity collaborative culture is also required (Pereira et al., 2022). But here individualistic culture is the most useful one rather than the collectivist one. Because collectivist cultures here without any personal connection will find it much more difficult to build relations. To play in a team here a collective decision approach is required to be taken but in the virtual ones, individual decision-making can only speed up the pace rather than any other things (Marr, 2019). This organization type is culturally inclusive as a lot of the people get involved and all cultures are welcomed and equally valued.

2.6 Legal and ethical considerations

Legal and ethical concerns stay at the top for setting up this type of organization. If these are not maintained then legal actions can be taken against the organization which will lead to closing down the business as well as slowing everything thereon. As per the ethical concern, the privacy issue is the most critical one because for this organization a large number of data is required to be maintained by the company. So, clear policies and actions are essential to make this part clear (Schleper et al., 2021). When collaborations within borders are going to be maintained for any strategic purpose then intellectual property ownership may get threatened so some clear agreements and strategies regarding designs are crucial for protecting innovations. In the law-related context, things are much more difficult as different countries here have different laws regarding employees. So, the standard law is required to be followed if consistency is required to be maintained (Zhou et al., 2019). The minimum wage and other related elements can be maintained here. For project needs many contractual employees are

being hired within these organizations so while doing the agreement the tasks, roles etc. are required to be much clearer otherwise here some adverse situations are going to arise.

2.7 Challenges and risks associated with virtual organizations

Though a lot of the advantages this type provides despite all these a few numbers of challenges are also present. The communication factor here gets to face the most challenges as no sort of non-verbal and personal connection is being built so a message in the virtual world may get misrepresented. Text-based communications here do not provide a good result all of the time. If employees are recruited from all over the globe then things get much more complex because here the time zone does get problematic (Silva et al., 2020). Scheduling meetings here gets tricky as well. Managerial task gets complex as direct leading cannot be done and empathy leadership cannot be followed as well (Weber and Schütte, 2019). Even in the virtual place performance monitoring also becomes difficult and if anyone's performance drops then training online does not help always. Technological problem is the most difficult thing to manage as cybersecurity threats here constantly baffle the system and force it to update regularly which in the short term does bring much cost.

Conclusion

In this overall task at first, the summary of the emotional intelligence paper is done, this represents here the university students' EI levels. From 200 students the data is collected and based on those students it is found that that university students have a higher EI, female students have higher EI as compared to males and rural students have a higher EI compared to urban people. Then the virtual organization's overall structure-related discussion is being done, this is conducted just because the number of organizations are going online and getting the advantages as well. The advantages are the most in number as compared with the traditional structure.

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Paper- Is Emotional Intelligence an Advantage? An exploration of the impact of Emotional and General Intelligence on Individual performance- by Laura Thi Lam, Susan L Kirby

- In order to ascertain if emotional intelligence (EI) enhances performance above and beyond general intelligence, the study investigates the relationship between EI and individual cognitive-based performance. There is a dearth of scientific investigation despite the widespread belief and testimonies that success and emotional intelligence are positively correlated. The research postulates that emotional intelligence (EI) in general and its constituent parts—perceiving, comprehending, and regulating emotions—have a beneficial effect on cognitive performance. The idea of emotional intelligence has grown in acceptance among a number of audiences, including academics, managers, business consultants, and members of the general public. Sensing, comprehending, and controlling emotions are three different emotional reasoning skills that are used to form emotional intelligence.
- This paper examines the impact of emotional intelligence (EI) on individual cognitive-based performance, addressing the gap in empirical research despite widespread beliefs in their positive correlation. It investigates whether EI, including its components of perceiving, comprehending, and regulating emotions, enhances performance beyond general intelligence.
- 304 undergraduate students completed measures of general intelligence and EI using the Multifactor Emotional Intelligence Scale (MEIS). The study aims to elucidate the relationship between EI and personal performance.
- The findings corroborated Hypothesis 1: Individual cognitive performance was positively correlated with overall emotional intelligence, surpassing the level due to general intelligence. The study did not support Hypothesis 3, but it did support Hypothesis 2: Individual cognitive-based performance was enhanced by the perception of emotions beyond what can be explained by general intelligence. The research implies that rather than the presence of emotions, issues with task performance may arise from specific emotions experienced and their interpretation and management.
- High emotional intelligence people are able to control their emotions in a way that minimizes negative effects and increases motivation and output. While emotions may initially get in the way of tasks, the study reveals that those with developed emotional intelligence (EI) can control their emotions to maximize performance. Higher emotional intelligence people can lessen the harmful impacts of fear, negative emotions, and anxiety by internalizing and separating their emotions using buffering techniques. On the other hand, they can harness happy feelings to maximize productivity and personal engagement. Future studies may examine the connections between emotional intelligence and other facets of life, like organizational commitment, job satisfaction, and task-interdependent activities.
- One of the limitations is the use of cognitive reasoning exercises, which may restrict generalizability to other activities. More research is necessary to address reliability concerns with the MEIS, particularly with regard to the comprehension component. The homogenous undergraduate sample might make it harder to extrapolate the findings to different groups and environments.
- Future directions for research include examining tasks other than cognitive-based ones and examining how Emotional Intelligence (EI) affects task-interdependent behaviors, organizational commitment, and job satisfaction. It is also worthwhile to investigate how gender variations in emotional expression relate to performance and emotional intelligence. Finally, the study sheds light on the relationship between EI and cognitive function as a whole, EI. And all of its elements, including feeling and controlling emotions, improve performance. The MEIS's flexibility in evaluating total emotional intelligence as well as its constituent parts highlights its usefulness in studies. More investigation into diverse tasks, demographics, and gender disparities should yield insightful information about the function of emotional intelligence in performance enhancement.

LCMB7003_Strategic Management

By

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ID:

Summary of Understanding Emotional Intelligence in Individual Performance



Definition: Emotional Intelligence (EI) refers to the ability to recognize, comprehend, and manage emotions effectively, crucial for success in personal and professional domains.



Significance: EI plays a pivotal role in enhancing leadership efficacy, fostering meaningful interpersonal connections, and optimizing cognitive performance.



Study Overview: Our research involving 304 undergraduate students revealed that EI exerts a more substantial influence on cognitive performance compared to general intelligence (GI).



Research Problem: The existing literature lacks empirical evidence substantiating the impact of EI on individual performance beyond the realm of GI, necessitating a rigorous investigation.



Motivation: Driven by the prevalent acknowledgment of EI's significance in success, our study endeavors to fill the gap between anecdotal assertions and empirical validation, elucidating the pivotal role of EI in shaping individual success.

Summary of Practical Applications and Future Trajectories



Applications: EI holds promise in enhancing leadership effectiveness, optimizing educational environments, and improving outcomes in healthcare settings.



Future Directions: Future research avenues entail cross-cultural inquiries and longitudinal studies to deepen our understanding of EI's origins and ramifications. Adopting interdisciplinary approaches is imperative to capture the multifaceted nature of EI and promote its application across diverse contexts.



Conclusion: To harness the full potential of EI for both individual and collective achievements, concerted efforts toward further research and practical implementation across various domains are warranted. Our study underscores the indispensable role of EI in bolstering both individual and team performance.



Authors' Argument and Findings: Our findings underscore the distinctive impact of EI, particularly in emotional perception and regulation, on cognitive-based performance. Emotional perception and regulation emerge as significant contributors to performance enhancement, while the role of understanding emotions remains less pronounced beyond general intelligence levels.