

EMERGENCE OF VIRTUAL ORGANISATIONS- ESSAY

Introduction

Virtual organization in the modern world is a corporate practice where the remote work process enables them to promote services without having physical store. It requires proper sharing of resources within the team so as to perform the desired activity for meeting organizational objectives. As per Greimel *et al.* (2023) flexible work approach from remote places allows virtual organizations to focus on talents around the globe in comparison to companies that requires physical presence to hire and select employees. It needs to be pointed out that virtual organizations often faces lower operational cost due to most of the operational functions is carried by digital mode. This essay has focused on the emergence of virtual organization while also stating arguments on the strategic management issues in it.

Emergence of virtual organisation

The traditional approach of business have always been under the umbrella of physical stores or outlets which can host a factory or corporate office to function. In the past, staff members submitted documentation on written physical copies, attended conferences in person while working from 9 to 5 hours per day. Although employees were anticipated to drive towards a specific area, neighbourhood residents frequently made up the available skill resource for any company. However, O'Dowd (2021) argued that virtual organisations developed as a result of changes in work practices and technological advancements. Such organisations revolutionised the way a business might operate by leveraging online resources such as a Dropbox account, Slack and Skype to facilitate sharing documents with a virtual privacy so as to conduct effortless interaction.

As computer technology with (ICTs) developed as well as the working atmosphere changed, a virtual organisations began to take shape. Individuals may now work together and interact more easily despite where they are as a result of the development on the World Wide Web as well as other technologies. Due to this, a lot of businesses are now utilising virtual models with an effort to raise productivity, cut expenses and become more effective in competing with rivals. These designated virtual organisations have entirely altered the nature of labour (Vidolov, 2024). Instead of just drawing potential from their local area, businesses may now draw in expertise from around the world and provide the range of opportunities and good balance between work and private life that younger generations have been aching for. Some of these companies reached the height their respective visibility following the COVID-19 pandemic. Efficient interaction, collaboration including teamwork among those involved are

critical success factors of any virtual organisation. Aside from instruments enabling sharing information and collaborating, VOs must also have efficient ICT structures in operation. In order to supervise and inspire online groups and foster a climate of faith, responsibility and cooperation, managers need to have successful leadership abilities. Redlbacher and Hattke (2024) highlighted that ensuring that every stakeholder have a common agreement regarding the business's general goals and targets necessitates strong administration, management and interaction in managing operations inside a VO. Teamwork and interaction inside an organisation can be facilitated by making efficient utilisation of technological advances in communication and information (ICT) thereby allowing collaborators to communicate beyond time regions and geographies.

A VO's ability to succeed also depends on its ability to manage projects effectively, which includes planning, carrying out, surveillance and controlling projects. As a whole, VOs can help businesses carry out more complex tasks, lower expenses, and boost productivity, but their effectiveness depends on strong leadership and oversight. In virtual organisations (VOs), processes must be coordinated and synchronised because they function beyond time zones, regions, including partner organisations. Ensuring whether all stakeholders have a common agreement regarding the primary target of company as argued by (Albats *et al.* 2022). In order to support interaction and decision making in a centralised manner, VOs need an administrative framework which can be adaptable enough to change with the needs of the organisation.

Unquestionably, the pattern that is propelling the establishment and usage of virtual organisations (VOs) involves the connectivity of organisations particularly the resulting social economics. Organisations should be enabled to collaborate easily for them to accomplish shared objectives as they grow more interrelated. By utilising the knowledge and assets of third-party collaborators, VOs help organisations accomplish collectively more compared to could have been achieved separately. VOs, still may be necessary before pursuing RTE which is also known as Real Time Enterprise (A design mechanism for including information technology and people) because they entail several parties cooperating to accomplish a shared objective (De Bruyn, 2020). Although certain virtual businesses have several disconnected physical premises where employees contact with one another online, others find most of their employed staff functioning from their own residence. The probability of corporations moving towards virtual organisations is rising because more companies embrace fresh paradigms to guide their organisational structures along with

hierarchies. These shifts are being driven by scheduling and cost reductions on commuting. Additional characteristics that draw employees to careers within virtual organisations are comfort and scheduling versatility. The technologically integrated VO technologies are used across numerous global corporations, such as Starbucks and Sony to meet their communication demands in order to accomplish their company objectives and strategic decisions made by the hierarchy.

Considering companies rely heavily on technological innovations, are unable to operate without them and perform almost all of their activities through virtual procedures including financial transactions which provides a monitoring mechanism for members of VO. Proper planning is necessary for the establishment and launch of any virtual organisation. It is stated by Helmold (2021) virtual organisation includes determining the initiative's fundamental targets and objectives which leads them in choosing the appropriate collaborators for creating an efficient management framework. Making effective implementation of ICT also becomes essential since it allows collaborators to collaborate easily throughout different time zones and geographical distances. In order to guarantee that the entire endeavour is carried out successfully and produces the intended results, good administration of projects additionally proves crucial. It can be said that as a result of the decreased collocation and associated job adaptability as well as staff independence in online businesses makes virtual organisation an appealing set up for new age companies

Strategic management issues

The work and strategic operations in virtual and non-virtual organisation are similar in nature. However, virtual organisations seem to provide administrative issues, particularly with regard to accuracy and effectiveness. Another problem is consistency, particularly stems from the fact that virtual organisational systems are less rigid. Although the company's institutionalised processes employs supervisors have less power and influence over the physical activities that remote staff engage in while at workplace (Zuofa and Ochieng, 2021). For instance, a remote worker who works from home might sometimes take care of housework between designated work hours. In addition, leaders are not privy to details regarding the nature of any given worker's workplace. The places which cannot be monitored properly are produced in organisational change and strategic leadership under this circumstance.

A virtual organisation must deal with certain workflow-related issues when executing organisational change. Supervisors are required to understand when employees perform their duties, not only when these tasks are supposed to be performed. It is challenging to solve this problem given that company-wide interaction is virtual. According to the Broken Windows Theory, reckless behaviour is encouraged by disorganisation. These kinds of things could make it more difficult staff members to successfully modify their processes and associated behaviours throughout an organisational planning process as pointed out by (Gupta and Pathak, 2024) . It's possible that workers won't be eager to disclose all of the things they do while performing the job. Management find it challenging to identify safety-related concerns that impede effective organisational change leadership when they do not have access to real operational information. In addition, workplace impediments and disarray have an impact on output and process efficiency for each staff member.

The execution and oversight of organisational transformation as a component of the strategic planning process presents design barriers and problems because of virtual organisations' crucial reliance on ICT based operational process. For instance, organisational changes in virtual businesses are usually accompanied by modifications to the devices features, workflows and procedures of technology. This technological factor makes it harder to accept new technology, which creates impediments to successful organisational change. Regarding the features of the real virtual place of employment, a particular employee can find it challenging to apply novel innovations or incorporate new tools into the way they operate. "Virtual teams" have been an organisational framework that the new companies many specialty centres have implemented (Rizvi and Nabi, 2021). They are meant to substitute the role from the more conventional administrative duties structure. The goal for the company had been to substitute the rigidity of organisational arrangements by incorporating the adaptability of task-driven teams, and that can pool knowledge and abilities when needed and encourage the acquisition of new competencies, obligations, and skills by staff and leaders. However, it is unclear for consumers whether those arrangements regarding services those suggested must be "virtual." Whatever the situation may be and perhaps they have become overly critical here as a rising amount of companies are undoubtedly altering their operations in view of perceived significant adjustments to meet the competencies provided by the virtual organisation. The clear distinction is among work which are perceived to be common types of organisation, which include administrative formality in efficiency, specialist roles and duties throughout the framework provides an elevated level of concentrated management and an

authoritative system. Establishing an environment that encourages participation is essential for the best administration of virtually communication among teams. Establishing set working hours guarantees that co-workers including freelancers who reside in remote locations and are available digitally during critical times. The lack of an obvious framework is another one of issues faced by virtual teams. For example, a certain colleague's slow reaction moment may cause uncertainty and concerns of unequal job distribution. Mistrust is a major problem for virtual teams since it may destroy team unity.

In comparison with employees working in physical work space, remote workers in virtual organisations can be more prone to experience feeling isolated or separated. For leaders, such communication issues create a challenge in managing the tasks on track. It becomes unclear for leaders of virtual organisation to monitor whether the employed staffs is following the organisational objectives as the goal of their output performance (Martínez-Caro *et al.* 2020). By effectively recognising and resolving difficulties related to working from home, you may establish a robust and adaptable team that collaborates with individuals located worldwide. Leaders must focus more on the core principles of successful management while overseeing a team that works remotely. These principles include setting clear objectives, conducting effective conferences on time, interacting effectively, and utilising both the individual and group talents of everyone on the team.

By establishing a strong base in assignment administration and education and training, leaders are able to effectively supervise online groups and take upon the problems that come with them. It's critical to understand the overall structure, identify the key components, and avoid any potential problems (De Bruyn, 2020). This process is able to be made clearer through the implementation of a matrix of risk evaluations, which can also help with risk management analysis. It's important to acknowledge the benefits of collaboration via the internet despite their limitations, as research indicates that workers who work remotely are typically more satisfied and efficient. Participating with virtually placed teams results in a considerable 13.5% increase in productivity. One of the most common issues with virtual teams is communication. Each member of the group may have different inclinations where some may favour electronic mail, whereas other people may find texting to have become more effective.

Conclusion

The essay concludes that virtual organisation emerged from traditional work process by integrating ICT based framework. The shared information through centralised manner creates a working environment for virtual organisation which can be monitored by management. However, leaders often find difficulties in managing communication and collaboration due to the remote work set ups. Innovation of ICT which makes it possible to create an interlinked platform of network connecting multiple devices creates the possibility of virtual organization. In order to increase effectiveness, it is essential to regularly assess procedures and approaches. Analysing business workflow can help leaders understand the shifting nature of business processes. Investing without seeing results can lead to mistrust, which is a major problem in remote teams.

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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 precisely pays 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.

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

Part B: Identification of problem of the chosen paper

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Overview

A relevance adds that China's cross-border e-commerce demands a wide-ranging comprehension of the situation, especially due to the uncertainty of factors that influence it. Seeking to make sense of the strategies towards market share, the regulatory frameworks, the technological innovations, consumer behaviour, and the strengths and weaknesses of this lucrative sector by the main players. The systematic literature review permits one to elucidate the development of the sector as well as the trends in its future.

Challenges faced by business

The article "**Cross-Border E-Commerce Development and Challenges in China: "A Systematic Review of Contemporary Issues"**" proposes to give a clearer vision of the manifold priorities that companies have to resolve concerning cross-border e-commerce in China.

- One of the main problems shown in the literature is the **regulatory confusion** in the cross-border e-commerce area, where it is hard to clarify the responsibilities of the different regulatory authorities (Liu et al., 2021). China's regulatory environment evolves perpetually, and conditions are baffling for businesses as they result in issues like unclarity of the regulatory framework, import/export duties, product safety evaluation, and tax. Uncertainty and lack of commitment among the foreign and domestic firms to enter into this investment for the market business.
- **The logistical problems** are not only the greatest but also the most complicated challenge for businesses involved in cross-boundary internet shopping in China. Forming comprehensive and reliable logistics will be appropriate for implementing the required quality standards to ensure on-time delivery of orders and satisfy customers. While the multifaceted trade relations and the resulting increase in cross-border shipments do significantly boost economic activities, infrastructural inadequacies coupled with customs clearance procedures sometimes give rise to delays and added transportation costs, as well as logistical inefficiencies. Mostly, both the physical vastness and diverseness of China are considered more logistical challenges in the sense of getting to the far or impossible-to-reach stations.

- **Payment data security** is a very important aspect of international e-commerce trade for merchants and consumers who transact. Even though some of the world's most famous online payment systems provide security, hackers and thieves continue to find ways around such safety nets (Zhu, Srivastava and Sutanto, 2020). Apart from this, negligible security measures of payment can also encourage mistrust in consumers, and thus, they eventually opt for failing transactions and damage the reputation of businesses. These issues provide a challenge only to those entities which are capable of infrastructure participation with the security protocols, encryption technology, and the cooperation of the banks and other regulators.
- Another obstacle is the **spread of forgeries** that is haunting companies doing business across the Chinese market in online channels. The industry, as a manufacturing hub, provided ethical cover for the sales of fake products in online stores. This cancels orders, discourages people from buying from such companies, taints brand reputation, and imposes economic losses on businesses with good reputations. Combating the dominating chaos of counterfeit products assumes a clearly defined partnership of businesses, government agencies, and e-commerce platforms, which are to provide strict checks in place and uphold intellectual property rights protection.

Summing up, the article deals with the cross-border platforms for digital commerce in the People's Republic of China and the issues that they face, which are unsure regulations, transportation complexities, means for secure payments and the spread of fake products. As per Yang et al. (2024), The article documents these obstacles and their nuances by highlighting their complications, contributing to the knowledge base on strategic planning and the management of connecting different ecommerce territories in China.

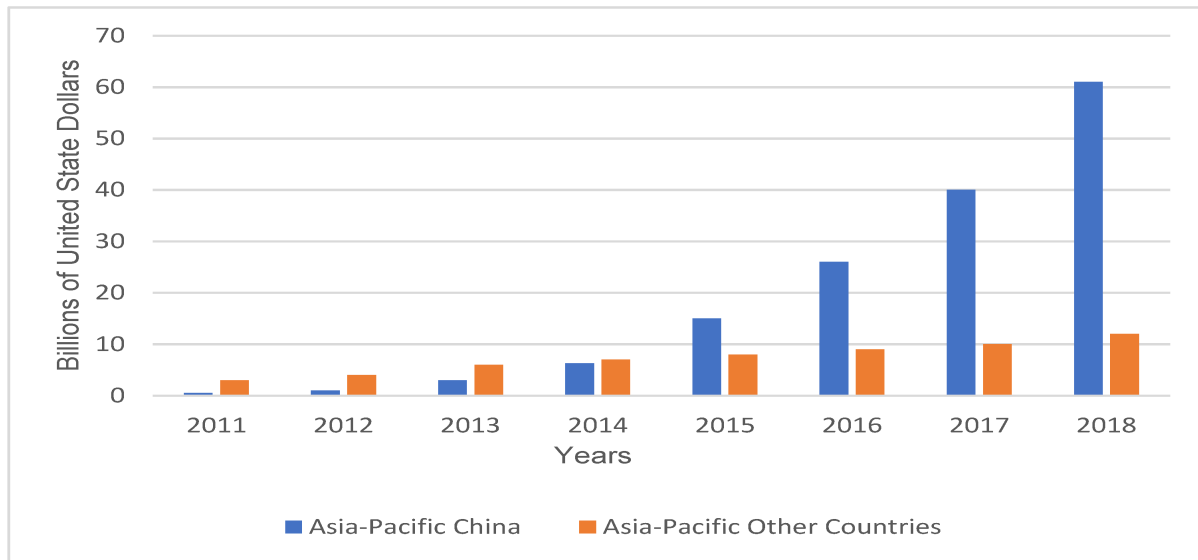


Figure 1: China's cross-border e-business market share in the Asia-Pacific region

(Source: Liu, 2021)

Future motivation and directions

The section on "**Future Directions and Opportunities**" in the article "Cross-Border E-Commerce Development and Challenges in China: "Systematic Literature Review: Transformations in and Cross-border E-commerce Opportunities" examines the current trends of cross-border e-commerce and reveals the possible routes of growth and enhancements in the Chinese market.

Shopping preferences

One persistent issue highlighted in the literature is the integration of digital and offline channels so as to form a cross-border e-commerce strategy. The **adaptation in the shopping preferences** of consumers and the omnichannel retailing rise in prominence means that businesses have a chance to connect the digital and physical spaces by creating spick-and-span shopping experiences that combine both approaches seamlessly (Gao and Liu, 2020). Implementing technologies like AR and VR helps artists to strengthen the visualisation of products, provide customers with an immersive shopping experience, and obviously attract customers' attention.

Cross Border live-streaming

Cross-border live streaming is gaining a lot of traction now as one more convenient option for brands to reach their consumers from China by directly interacting with them online. In-app-commerce, as it is commonly known, holds enormous marketing power, giving brands a chance to amaze consumers with live product demonstrations, promote audience connection, and eventually boost consumers' purchasing decisions. Channelling the popularity of live streaming platforms such as TikTok Live and Doyin (TikTok), it's becoming possible to use influencers, host virtual shopping and capitalise on the progressive movement of social commerce.

Sustainability and Ethical Consumption

Sustainability and ethical consumption stand as intruding trends that suppliers of cross-border e-commerce encounter (enterprising field) the challenges and chances. As consumers become more educated about environmental and social issues, transparency while shopping has now become very important; after all, accountability and sustainability are key priorities when they choose what to buy (Baek, Lee and Choo, 2020). Enterprises that stress moral procurement, respect for the environment and business social responsibility development may become unique in the marketplace, secure long-lasting consumer loyalty, and entice socially oriented purchasers.

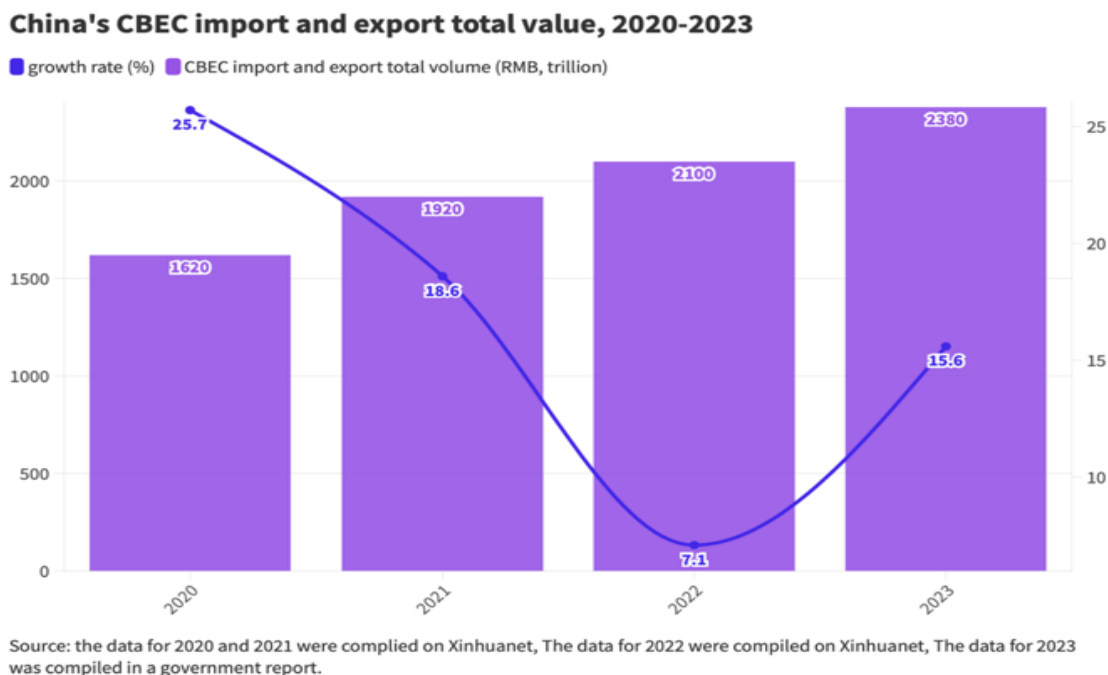


Figure 2: Total Value of China's import and export

(Source: China-briefing, 2024)

Summary

The systemic literature review on cross-border e-commerce production and challenges in China reveals that this blossoming sector is yet to be fully understood due to its being complex and volatile. Through incorporating the existing research, the review will provide important indications about recent tendencies, problems, and future trends, offering guidance for the stakeholders as they try to deal with the unstable trade situation between China and the considered limit.

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

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Problem and issue that the paper trying to explain

- By applying Harvard model the major issues that has been ascertained in the strategic planning process has been acclaimed. There are several activities are composed by administrative service such as scheduling appointments, manage and order office supplies, control, goal setting, financial decisions, data-base maintenance and so on.
- The paper explains that less comprehensive annual issues may occurred due to inefficient administrative unit as it responsible for supporting fiancé employees and supporting the overall customer services in different areas (Smith, 2023).



Reason of the conducting the research

- While assessing the main motivation of research study it reflects that it provides leadership in terms of stakeholder management controlling, logical incrementalism and others by setting individual goals to obtain proper outcome (Bryson and George, 2020).
- The concept of public administrative service also focuses on the strategic negotiations to deal with organizational issues and it governance an increasing approach via different quasi-legislative.

