Handbook of Research on Virtual Workplaces and the New Nature of Business Practices

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**Section I  Foundations of the Virtual Workplace**

The chapters in this section address fundamental issues essential for successfully organizing, managing, or participating in a virtual workplace.

**Chapter I**  
Gains and Losses in the Rhetoric of Virtual Workplace  
*Pamela Estes Brewer, Appalachian State University, USA*

Virtual workplaces are information centers in an information age; people within them work at a distance with the goal of knowledge transfer toward specific purposes. What are the communication gains and losses most experienced in virtual workplaces? With rhetoric as the primary unit of exchange, what steps can be taken to ensure its effectiveness? Current research points to planning, face-to-face opportunities, mixed media, boundaries, and metacommunication as most important gains.

**Chapter II**  
Removing Space and Time: Tips for Managing the Virtual Workplace  
*Christie L. McDaniel, University of North Carolina–Chapel Hill, USA*

This chapter compares and contrasts virtual teams with traditional, face-to-face teams. In addition to this analysis, it provides a discussion of tips and suggestions for virtual team managers. This chapter analyzes specific aspects of team relationships when the workplace becomes virtual, including topics such as trust and cohesion. Communication barriers in the virtual workplace are also discussed.
Chapter III
Communication in Global Virtual Activity Systems

Marie C. Paretti, Virginia Polytechnic Institute and State University, USA
Lisa D. McNair, Virginia Polytechnic Institute and State University, USA

This chapter uses activity theory as a lens to understand the implications of virtual collaboration and cross-cultural contact for communication in global virtual teams. Rather than adopting a set of heuristics or guidelines that may readily become dated as cultures and technologies shift in the flat world, we argue that both those who study and those who engage in global virtual teams should critically analyze the entire system. We then provide metacognitive approaches to both distributed work and cross-cultural contact that team managers and team members can use to establish flexible communication practices appropriate to the activity system at hand, and that researchers can use to account for the range of factors that impact team performance.

Chapter IV
Successful Communication in Virtual Teams and the Role of the Virtual Team Leader

Jamie S. Switzer, Colorado State University, USA

This chapter provides a general overview of virtual teams and virtual team leadership and discusses specific communication strategies and competencies necessary for virtual team leaders to be effective and successful communicators. Often, organizations have their people perform functional tasks by working in virtual teams, where members use technology to cooperate across geographic and organizational boundaries. As the use of virtual teams in the workforce becomes more prevalent, those involved must have the knowledge to communicate efficiently and effectively, especially the virtual team leaders.

Chapter V
Foundations and Applications of Intelligent Knowledge Exchange

S. J. Overbeek, e-Office B.V., The Netherlands
P. van Bommel, Radboud University Nijmegen, The Netherlands
H.A. Proper, Radboud University Nijmegen, The Netherlands
D.B.B. Rijsenbrij, Radboud University Nijmegen, The Netherlands

This chapter explains the concept of knowledge exchange and how a virtual workplace can support knowledge exchange between workers. A scenario from the field of medicine illustrates how physicians can improve their knowledge exchange by utilizing the virtual workplace models introduced. The intended audience of this chapter is researchers interested in the topic of knowledge exchange and managers who want to improve their organizations’ knowledge exchange processes.

Chapter VI
Digital Divide Redux: Why the Greatest Gap is Ideological

Michelle Rodino-Colocino, The Pennsylvania State University, USA

Although the debate on the digital divide has evolved from an analysis of access to skill, scholars have largely neglected the significance of inequalities in the high-tech workforce. If the most technically
skilled workers face eroding job security and dwindling wages, digital divide research is missing a key source of disparity among today's workers. Overlooking such discrepancies undercuts the practical application of such analyses. This chapter examines the latest developments in digital divide research and the high-tech labor market. The author suggests how scholars and managers can work to create more equitable working conditions for high-tech labor.

Chapter VII
Parawork .................................................................................................................. 81

Leah A. Zuidema, Dordt College, USA

The term parawork describes spaces and activities that function alongside—yet also outside—of traditional workplaces. In parawork environments, it can be desirable to overlap the personal, social, and professional. This chapter defines parawork by focusing on parawork as enabled by online communication technologies. The author reviews literature that supports and informs this understanding of online parawork. Through case study of one woman's participation in an e-mail discussion list for teacher interns, the practical realities and possibilities of online parawork are considered. The chapter closes with conclusions about conditions necessary for effective online parawork, as well as implications for future research.

Chapter VIII
Impression Formation in Computer-Mediated Communication and Making a Good (Virtual) Impression .................................................................................................................. 98

Jamie S. Switzer, Colorado State University, USA

This chapter offers strategies to ensure virtual workers make a good impression on their clients and colleagues when interacting online. In face-to-face interactions, people generally form impressions by focusing on a variety of nonverbal cues. People are now communicating virtually and forming impressions based on mediated interactions. In an online environment the range of nonverbal cues that normally aid in impression formation is drastically narrowed. In the absence of these nonverbal cues, forming impressions via computer-mediated communication places a greater emphasis on verbal (text-based) and linguistic cues.

Chapter IX
Telecommuting and the Management of the Human Moment .................................................. 110

Alan D. Smith, Robert Morris University, USA

Telecommuting is a tool that is becoming more and more a way a life for organizations as they strive to recruit and retain employees and assist them in improving their quality of life within the virtual workplace environment. The recurring themes tend to be the need to select the proper employee, training managers to manage remote employees, strong communication (formal/informal) strategies, clear expectations, and a proactive stance in deterring isolation to aid in the development and maintenance of the human moment. Such factors are essential to the psyche and cannot be forgotten regardless of how many other forms of communication are developed.
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Cultural Implications of Collaborative Information Technologies (CITs) in International Online Collaborations and Global Virtual Teams ........................................... 120
Bolanle A. Olaniran, Texas Tech University, USA
David A. Edgell, Texas Tech University, USA

The chapter introduces and explains some critical issues regarding cultural implications of collaborative information technologies (CITs) in international online collaborations and global virtual teams. This chapter attempts to addresses some of the cross-cultural issues in international online collaboration, which include but are not limited to language, culture, trust, and technology along with the implications for organizational virtual collaboration. The chapter also provides useful recommendations and strategies for improving international online virtual collaboration with CMC.

Chapter XI
Explaining Organizational Virtuality: Insights from the Knowledge-Based View .......................... 137
Yulin Fang, City University of Hong Kong, Hong Kong
Dev K. Dutta, University of New Hampshire, USA

Based on virtual organization literature and the knowledge-based view of the firm, this chapter develops a working definition of organizational virtuality. The authors do this by conducting a review of existing definitions of a virtual organization, and identifying organizational knowledge-related factors that influence virtuality. More specifically, we propose that (1) an organization's need for knowledge exchange and ability to exchange knowledge jointly determine the level of organizational virtuality that develops in the firm; and (2) the higher the need for and ability to engage in knowledge exchange, the higher this level of resulting organizational virtuality. The contribution that this research makes to academia and managerial practice are also discussed.

Chapter XII
The Perceptions of Collaborative Technologies Among Virtual Workers ................................. 150
Frankie S. Jones, AT&T, USA

The purpose of this chapter is to discuss the findings of a qualitative research study which explored how collaborative technologies facilitate or inhibit the work of 12 virtual workers. The chapter first reviews the literature regarding the relationship between virtual work and technology. This is followed by a detailed discussion of the methodology and findings of the qualitative study. The chapter ends with a discussion of the findings and implications for practice and future research.

Chapter XIII
Ubiquitous Connectivity & Work-Related Stress ................................................................. 167
J. Ramsay, University of the West of Scotland, UK
M. Hair, University of the West of Scotland, UK
K. V. Renaud, University of Glasgow, UK

The integration of a number of different communication technologies into everyday life has increased the pace of communication and of everyday life. This chapter considers the ways that e-mail has im-
pacted workers with particular emphasis on the way workplace stressors have changed over the past quarter century.

Chapter XIV
Employee Privacy in Virtual Workplaces ................................................................. 183

Robert Sprague, University of Wyoming College of Business, USA

This chapter addresses the legal aspects of employee privacy in virtual workplaces. No one has yet examined whether virtual workplaces alter the fundamental assumptions underlying employee privacy rights. By reviewing the current status of employee privacy law and juxtaposing it with virtual workplace environments, this chapter seeks to provide guidance for the privacy issues that are sure to arise with the growth and development of virtual workplaces.

Chapter XV
Accommodating Persons with Disabilities in Virtual Workplaces .......................... 196

Belinda Davis Lazarus, University of Michigan–Dearborn, USA

The chapter discusses the characteristics of persons with a variety of disabilities and the accommodations needed to provide them with access to virtual workplaces. Detailed descriptions of each disability category are provided. The advantages of virtual workplaces for persons with disabilities are described. Also, accommodations that relate to a specific disability are shared along with possible sources of support for employers who wish to hire persons with disabilities.

Section II
Education and Training for the Virtual Workplace

The chapters in this section discuss research on theory and practice of successfully training present and future employees for the virtual workplace.

Chapter XVI
Using Cyberspace to Promote Transformative Learning Experiences and Consequently Democracy in the Workplace ................................................................. 207

William F. Ritke-Jones, Texas A&M University–Corpus Christi, USA

This chapter will explain transformative learning and its value and application to corporate training practices by promoting critical reflection on one’s “frames of reference.” This critical reflection can help one to challenge cultural and social assumptions, potentially leading the person to more democratic ways of thinking and behaving in the workplace. Cyberspace offers a unique and potentially powerful place to employ transformative learning practices, and along with explaining transformative learning, this chapter will explore how cyberspace can be used for this kind of learning. This chapter will also posit that new cyberspace environments such as Wiki’s and Second Life hold tremendous promise as transformative learning spaces because they invite small group collaboration.
Chapter XVII
Instructional Design and E-Training ................................................................. 223
Julia D. Sweeny, James Madison University, USA

The primary focus of the chapter is the importance of instructional design in analyzing the online audience and context, development of instructional strategies, online materials, implementation of a Web-based course, and, finally, the evaluation of an online training course. Future trends and a conclusion complete the chapter.

Chapter XVIII
Designing the Virtual Classroom for Management Teaching .................................... 241
Parissa Haghirian, Sophia University, Japan
Bernd Simon, Vienna University of Economics and Business Administration, Austria

This chapter discusses the use of virtual classrooms, namely collaborative, information technology-mediated teaching endeavors in management education at universities. The overall aim of this chapter is to provide insights for those who are responsible for the development of management curricula. The chapter also offers specific guidelines to management educators interested in integrating IT-based teaching approaches in their classrooms as well as supporting them to increase teaching effectiveness when designing virtual classrooms.

Chapter XIX
Building Online Training Programs for Virtual Workplaces .................................. 257
Christa Ehmann Powers, Smarthinking Inc., USA
Beth L. Hewett, Independent Scholar, USA

The chapter provides employers who are interested in developing and implementing Internet-based employee training with key program development principles, ones that have been substantiated by practice and research from various professional fields and that have been successfully used in an Internet-based business that employs hundreds of part- and full-time individuals. The chapter provides: (1) an educational and financial rationale for conducting online human adaptive training for virtual workspaces; (2) an understanding of training/professional development principles and strategies for online employees in virtual businesses via one-to-one and/or group human adaptive settings, and (3) an understanding of how to scale such training processes efficiently and with measurable results gleaned from qualitative and quantitative methods.

Chapter XX
The Virtual Classroom @ Work ........................................................................... 272
Terrie Lynn Thompson, University of Alberta, Canada

Before we can exploit new technologies to realize new ways of working, we must be able to imagine innovative possibilities for learning. In this chapter, findings from a qualitative case study in a geographically dispersed organization are used a springboard to explore the challenges of introducing innovative e-learning initiatives. This chapter delves into two topics: workplace practices that facilitate and frustrate new ways of learning, and notions of online community, informal learning, and blended learning.
Chapter XXI
Video Technology for Academic Integrity in Online Courses ...................................................................... 289
Judith Szerdahelyi, Western Kentucky University, USA

Online students' academic dishonesty combined with faculty's use of performance measures unsuitable for online courses may result in grades that do not represent the students' skills and knowledge. Utilizing multimedia technology, especially video production, in distance learning courses will reduce the possibility of academic dishonesty and improve the quality of teaching and learning.

Chapter XXII
Virtual Workplaces for Learning in Singapore ............................................................................................... 301
Kalyani Chatterjea, Nanyang Technological University, Singapore

This chapter defines the term “Virtual Learning Place” as a space or a platform over which learning can be situated without the learners and the facilitator being present face to face. The chapter then examines the background of virtual workplaces and goes on to discuss the issues addressed in three learning scenarios, using the concept of virtual workplaces to recreate a classroom learning situation with teacher supervision, a simulated lab facility, and a virtual teacher-supervised field work session. Finally, the chapter presents an analysis of learner responses that are used to examine the effectiveness of these initiatives in providing a more enriched and more useful learning environment.

Chapter XXIII
Using an Information Literacy Program to Prepare Nursing Students to Practice in a Virtual Workplace ........................................................................................................... 317
Mona Florea, University of Rhode Island Library, USA
Lillian Rqfeldt, Three Rivers Community College, USA
Susan Youngblood, Texas Tech University, USA

The chapter presents healthcare examples of the current virtual working environment and introduces nursing skills necessary for evidence-based practice in a virtual workplace. The authors discuss how the Nursing Information Literacy Program was designed and implemented at Three Rivers Community College to assist nursing students in developing skills such as critical thinking and problem solving, technological literacy, information literacy, and collaborative and cooperative learning. The authors hope that this example will serve as a model for creating other information literacy programs that prepare students for working in a virtual workplace.

Chapter XXIV
Preparing for the Virtual Workplace in the Educational Commons ................................................................... 334
Gary Hepburn, Acadia University, Canada

This chapter explores the potential of an educational commons to help schools better prepare students for the virtual workplace. Together with the formation of stronger linkages between schools and the business world, making greater use of resources such as open source software in both school and business would greatly reduce costs and enable students to be better prepared to participate in the virtual
workplace. With the virtual workplace’s emphasis on online communication technologies as a primary tool for completing day to day tasks, schools must acquire the hardware and software as well as explore ways of incorporating these tools into student learning.

**Section III**

**Tools and Environments for Virtual Work**

The third section of the book covers the tools available to members of virtual workplaces. These tools range from such traditional ones as e-mail and instant messaging to more recent arrivals on the virtual workplace scene, such as collaborative writing environments and virtual worlds.

**Chapter XXV**

Technologies and Services in Support of Virtual Workplaces ................................................................. 346

*Alan McCord, Lawrence Technological University, USA*

*Morell D. Boone, Eastern Michigan University, USA*

This chapter provides two frameworks—a technology services framework and a virtual services management framework—for evaluating an organization’s readiness and capabilities to develop, deploy, and support effective virtual work environments. The elements of the frameworks are explored through examination of real-world issues surrounding the evolution of virtual workplaces. The chapter also proposes two assessment approaches to evaluate virtual work capabilities and the virtuality of enterprise work groups.

**Chapter XXVI**

Writing Research into Professional E-Mail Communication ................................................................. 364

*Kirstie Edwards, Sheffield Hallam University, UK*

*Simeon Yates, Sheffield Hallam University, UK*

*Anne-Florence Dujardin, Sheffield Hallam University, UK*

*Geff Green, Sheffield Hallam University, UK*

This chapter discusses research showing the positive influence of a social dimension on team performance and how the lack of unplanned informal exchanges in virtual teams may hinder performance. New research is reported in which adaptations in socio-emotional content of e-mails in academic and commercial writing teams are mapped against a social interactive theory of written communication to interpret the social-task balance in teams, described as the team culture. Based on the results of this and other research within the same program, the authors recommend a more conversational style in professional e-mail writing, encouraging face to face contact, allocating time specifically for social exchanges, and making information about colleagues available to the team.

**Chapter XXVII**

New Media and the Virtual Workplace ........................................................................................................ 382

*Matt Barton, St. Cloud State University, USA*
This chapter explores definitions of “New Media,” exposing the key concepts and discussing why and how they are relevant for modern business. The goal of the chapter is to show how New Media concepts of play, space, identity, simulation, and collaboration can facilitate professional communication in virtual workplaces. While there is no magical template for building productive virtual workplaces, this chapter will help readers understand and apply some of the principles of New Media to better understand the obstacles and affordances they offer modern business.

Chapter XXVIII
Adoption of Wi-Fi Technologies and Creation of Virtual Workplaces .................................................. 395
Ran Wei, University of South Carolina, USA

This chapter introduces adoption theory and applies it to examine the use of Wi-Fi, which has the potential to expand virtual workplaces. Research shows that the use of Wi-Fi to access the Internet is low. As understanding users and their needs is a prerequisite for the success of any new information technology, this chapter identifies factors accounting for the low usage of Wi-Fi in organizations and seeks to build a model to increase Wi-Fi usage. The chapter ends with a discussion of future trends in Wi-Fi technology and how increased adoption of Wi-Fi enhances the virtual workplace.

Chapter XXIX
Using Virtual Worlds to Assist Distributed Teams ................................................................. 408
Clint Bowers, University of Central Florida, USA
Peter A. Smith, University of Central Florida, USA
Jan Cannon-Bowers, University of Central Florida, USA
Denise Nicholson, University of Central Florida, USA

This chapter explores the ways in which virtual worlds could support interactive teams at a greater fidelity than that of the previous generation of groupware tools using a popular Virtual World, Second Life as an example. While providing specific examples of how Second Life’s current and planned feature sets could already support distributed teams, that is, teams whose members are geographically disbursed. New features that would provide additional support for these types of teams are also discussed.

Chapter XXX
Knowledge Transfer and Marketing in Second Life .......................................................... 424
Peter Rive, Victoria University of Wellington, New Zealand

This chapter explores the context of virtual reality and presence when considering Second Life as a virtual workplace. We examine the requirements of emotional communications and sensory input in order to establish a virtual presence, and the experience of the advertising agency Saatchi & Saatchi with regards virtual workplaces. Knowledge management and marketing remain two of the major drivers for businesses who would like to explore the opportunities of virtual presence and Second Life. In order to achieve creative collaboration intellectual property and digital rights management must be taken into account. Open source software and Creative Commons copyright licenses play an important role in encouraging collaboration in a virtual workplace.
Chapter XXXI
Intranets: Interactive Knowledge Management Tools of Networked Communities.......................... 439
Goran Vlasic, University of Zagreb, Croatia
Jurica Pavicic, University of Zagreb, Croatia
Zoran Krupka, University of Zagreb, Croatia

This chapter examines the importance of intranets as knowledge management tools/media enabling efficient knowledge exchange and upgrade within an organization and the “community” of stakeholders. Additionally, communities are analyzed as networked systems of interested parties as related to such tools. In reviewing these topics, the chapter also analyzes possibilities of different approaches to development and management of intranets, and thus of networked people creating a certain networked “community forum.” These developments are crucial to virtual workplaces as well as for increasing business efficiency.

Chapter XXXII
Instant Messaging (IM) Literacy in the Workplace ................................................................. 455
Beth L. Hewett, Independent Scholar, USA
Russell J. Hewett, University of Illinois Urbana Champaign, USA

This chapter discusses instant messaging (IM) as a valuable digital tool that has influenced business communication practices at least as much as e-mail. It argues that IM’s characteristics of presence awareness, synchronicity, hybridity, and interactivity create a unique set of writing and reading experiences. These functional qualities both require and hone high-level writing and reading skills, which are used powerfully in communicative multitasking. The authors believe that IM should be sanctioned in the workplace and that IM use should be a subject of focused training; to that end, they provide a practical, literacy-based training sequence that can be adapted to various settings.

Chapter XXXIII
Supporting Collaboration with Trust Virtual Organization....................................................... 473
Aizhong Lin, Macquarie University, Australia
Erik Vullings, TNO, The Netherlands
James Dalziel, Macquarie University, Australia

This chapter introduces the trust virtual organization as a means of facilitating authentication and authorization for sharing distributed and protected contents and services. It indicates that sharing institutional protected services and deliverables has proven a hurdle since user accounts are created in many sites. It provides an approach to solving this problem using virtual organizations with cross-institutional Single Sign On, with which users use their existing institutional accounts to login. This chapter also presents the challenges of building trust virtual organizations: manage users from distributed identity providers, manage services from distributed service providers, manage trust relationships between users and services, and authorize the access privileges to users based on the trust relationships. It argues that the trust virtual organization increase the effectiveness of e-learning, e-research, and e-business significantly. Furthermore, the authors hope that the trust virtual organization facilitates not only Web-based authentication and authorization, but also gid-based authentication and authorization.
Chapter XXXIV
Augmented Reality and the Future of Virtual Workspaces ................................................................. 486
James K. Ford, University of California, Santa Barbara, USA
Tobias Höllerer, University of California, Santa Barbara, USA

The chapter defines and situates Augmented Reality (AR) technology in common business task-activity contexts. A technology that has been researched and discussed primarily in the computer science world, it is important for business decision-makers, researchers, technical communicators, and workers to be aware of AR, its applications, and possible implications. A definition, brief history of AR, and overview of research projects is provided, along with several examples and a future trends section. The chapter provides a solid base for newcomers of AR and informs experts of business applications of the technology.

Chapter XXXV
Virtual Writing as Actual Leadership ........................................................................................................ 503
James R. Zimmerman, James Madison University, USA

This chapter suggests how leadership theory can be applied to the daily practice of e-mail composition for new and mid-level leaders who face the challenge of using e-mail productively in large organizations. It advocates that e-mail be a planned, significant part of an overall strategy to communicate the leader’s vision, with an emphasis on offering straightforward information and consistent support to subordinates, peers, and even superiors. Included is a simplified but highly-disciplined composition process that facilitates rapid but significant e-mail exchanges.

Chapter XXXVI
Business Process Resuse and Standardization with P2P Technologies .................................................. 516
José A. Rodrigues Nt., COPPE—Federal University of Rio de Janeiro, Brazil
Jano Moreira de Souza, COPPE—Federal University of Rio de Janeiro, Brazil
Geraldo Zimbrão, COPPE—Federal University of Rio de Janeiro, Brazil
Geraldo Xexêo, COPPE—Federal University of Rio de Janeiro, Brazil
Mutaleci Miranda, Military Institute of Engineering, Brazil

Business Process Modeling (BPM) systems are largely used nowadays. However, most process models are started from scratch, not having reuse promoted. Sometimes, large enterprises have the same business process implemented in a variety of ways, due to differences in their departmental cultures or environments, even when using a unique integrated system. A P2P tool is proposed as a way to cooperatively develop business processes models, minimizing the time needed to develop such models, reducing the differences among similar processes conducted in distinct organizational units, enhancing the quality of models, promoting reuse, and distributing knowledge.
Chapter XXXVII
Collaborative Writing Tools in the Virtual Workplace

Norman E. Youngblood, Texas Tech University, USA
Joel West, Texas Tech University, USA

Collaborative writing is an important element of the virtual workplace. While it is sometimes enough to e-mail a document back and forth between authors and editors, users frequently need a more effective solution. Users can choose from system-based or browser-based software and from synchronous and asynchronous editors. These products can vary from the simple to the sophisticated and from free to expensive. This chapter looks at research on the use of collaborative editors, tools currently on the market, and provides guidance as to how to evaluate the appropriateness of the tools, paying particular attention to collaborative features, industry standards, and security.

Chapter XXXVIII
Distance Internships

David A. Edgell, Texas Tech University, USA

Traditional internships provide many challenges for students, universities, and industry. Distance internships can provide even more challenges and opportunities. This chapter will initially examine the background and need for traditional internships to situate this model of distance internships and will then give a working definition of a distance internship. In so doing, the chapter will examine a model that represents the need to balance the requirements of the three parties involved within an internship: the student, the company, and the university.

Chapter XXXIX
An International Virtual Office Communication Plan

Lei Meng, Texas Tech University, USA
Robert Schafer, Texas Tech University, USA

This chapter aims to define a plan for an international virtual office by exploring the problems that hamper communication within a virtual office. Four factors that contribute to miscommunication are explored: linguistics, culture, laws and regulations, and technology. Policies of practice are then offered to mitigate these factors, help increase the productivity, and avoid communication problems, personnel conflicts, and legal liability. Last, different stages of office evolution are discussed and the future trend of office is explored. The purpose of this chapter is to help establish a successful international virtual office as the virtual office is becoming the future trend of the business environment.

Chapter XL
Design and Managing of Distributed Virtual Organizations

Diego Liberati, Italian National Research Council, Italy

A framework is proposed that creates, uses, communicates, and distributes information whose organizational dynamics allow to perform a distributed cooperative enterprise also in public environments even over open source systems. The approach assumes the Web services as the enacting paradigm, possibly
over a grid, to formalize interaction as cooperative services on various computational nodes of a network. A framework is thus proposed that defines the responsibility of e-nodes in offering services and the set of rules under which each service can be accessed by e-nodes through service invocation. By discussing a case study, the chapter will detail how specific classes of interactions can be mapped into a service-oriented model whose implementation will be carried out in a prototypical public environment.

Section IV
Implementation of Virtual Workplaces Across Professions and Academic Disciplines

The chapters included in this section cover the different ways in which professions and academic disciplines use, adapt, and appropriate the theory and practice of the virtual workplace.

Chapter XLI
Semi-Virtual Workplaces in German Financial Service Enterprises

Heinz D. Knoell, Leuphana University, Germany

This chapter presents semi virtual workplace (SVWP) concepts in the German financial sector (FS) industry. We give an overview of the German FS market and its recent developments under European Community (EC) legislation. Next we present three German FS companies, who apply successfully semi virtual workplace concepts, followed by detailed descriptions of two semi virtual concepts: strict alternating use of a workplace by two employees (every other day an employee is in his home office) and the concept of the business club, where the employees choose daily their workplace out of a workplace pool when they work on-site. In the last section we compare the concepts and draw some conclusion.

Chapter XLII
Implementing Client-Support for Collaborative Spaces

R. Todd Stephens, AT&T Corporation, USA

Deploying collaborative solutions is different than simply implementing traditional enterprise applications which operate over structured data and generally focus on specific business processes. Collaborative environments, moreover, operate over unstructured information and can span several business processes and organizational boundaries. Because the need for virtual workspaces emerges when organizational collaboration occurs, the ability to predict demand is nearly impossible. The objective of this chapter is to lay out a framework for building a self-service environment for provisioning virtual workspaces as well as providing the education to support such technologies.

Chapter XLIII
Value, Visibility, and Virtual Teamwork at Kairos

Douglas Eyman, George Mason University, USA

Value, visibility, and infrastructure are key factors in the success and sustainability of any virtual project or workplace. This chapter provides a heuristic for the analysis of virtual workplaces that evaluates the mechanisms for securing or distributing social capital within the organization, exposes the degree to
which the tasks and interactions of workers are made visible, and assesses the administrative and technological infrastructure with regard to support of communication and collaboration.

Chapter XLIV
Plagiarism, Ghostwriting, Boilerplate, and Open Content ................................................................. 604

Wendy Warren Austin, Edinboro University of Pennsylvania, USA

This chapter explains to business people, administrators, and educator/trainers what plagiarism is and is not, and explores authorship ambiguities such as ghostwriting, templates, boilerplate language, collaborative/team writing, and open content. It argues that two key features of plagiarism are the intent to deceive and lack of consent from the original author(s). In addition, the workplace setting—whether it is academic or nonacademic—plays an important part in determining whether plagiarism has occurred because academic settings impose more strict standards on borrowing. A clearer understanding of the standards and expectations of the academic vs. workplace environments will help business people better understand ethical boundaries for acknowledgement and attribution practices.

Chapter XLV
Usability and User-Centered Theory for 21st Century OWLs ......................................................... 614

Dana Lynn Driscoll, Purdue University, USA
H. Allen Brizee, Purdue University, USA
Michael Salvo, Purdue University, USA
Morgan Sousa, Purdue University, USA

This chapter describes results of user-centered usability research conducted on the Purdue Online Writing Lab (OWL). The testing showed that a user-centered Web site is more effective for OWL users and can be a model for information-rich online resources. In addition to presenting our testing methods, results, and findings, the chapter provides an overview of usability testing and user-centered theory and design.

Chapter XLVI
Negotiating Virtual Identity in an Age of Globalization................................................................. 632

Neil P. Baird, University of Nevada, USA

Virtual workplaces are no longer the province of young technophiles, and we must become more conscious of the particular challenges and issues those considered “nontraditional” face in this new environment. Continued globalization, fostered in part by computer-mediated communication, is bringing diverse populations together in virtual spaces; however, because we bring our culture with us when we move online, the default identity of the faceless virtual workplace becomes the young, white male. How do those considered nontraditional then negotiate their identity in order to contribute successfully? This chapter will explore this question with a case study of a Vietnam veteran in the workplace of a freshman writing classroom and, in doing so, will invite educators, employers, and researchers into discussions of virtual identity and interaction, how we perform ourselves in online workplaces, and fostering virtual communities.
Chapter XLVII
Virtual Political Office Where Gender and Culture Meet........................................................................... 641

Olena Igorivna Goroshko, Kharkiv Polytechnic Institute “National Technical University,”
Ukraine

This chapter explores the Internet sites of key political figures in the USA and Ukraine focusing specifically on what the content posted to these sites and their structure suggests about gender and cultural peculiarities in constructing political identity on the Web. The personal page is rendered as a virtual political office—a peculiar meeting point between the site’s owner and the site visitors.

Chapter XLVIII
The Benefits of Using Print-On-Demand or POD ....................................................................................... 668

Eric Franzén, CFA Institute, USA

New technologies blaze new paths for authors and publishers as they try to reach their readers. As a result, traditional publishing business models have been significantly altered. Content creators of the past faced many obstacles in publishing hard copy books, including lack of manufacturing knowledge, high production costs, and warehouse overheads. In response to this, many companies are now offering Print-On-Demand (POD), a technology that allows a book to be produced in small quantities and distributed only after the demand for that book has been proven. Content can be uploaded to vendors’ Web sites, stored, and produced at will on digital printing devices. In POD publishing, only minimal production knowledge is required, production costs are covered by the unit’s sale, and there is no warehouse to stock. As a result, independent authors, university presses, and commercial publishers have new valuable options.

Chapter XLIX
Difficulties in Accepting Telemedicine........................................................................................................... 681

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José Aurelio Medina-Garrido, University of Cadiz, Spain

This chapter examines the sources of the resistance to incorporating telemedicine. The authors adopt a focus centering on the difficulties that human factors have in accepting the practice of telemedicine. The success of telemedicine projects will be determined by these human factors, as well as by an adequate use of information technology and an appropriate organizational management. This chapter also offers some practical implications in human resource management for managers of telemedicine projects to consider.

Chapter L
Reconsidering the Lay-Expert Audience Divide ............................................................................................ 692

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This chapter provides educators instructional methods for teaching audience analysis to students in professional writing courses. This rhetorical approach allows students to engage and become members of their audience’s discourse community, facilitating improved communication practices.
Decentralization of various business activities and the rapid growth in the use of advanced ICT solutions have perhaps induced the greatest commercial impact in the present industrial environment. As commercial operations around industrial assets get more decentralized, the emergence of new organizational forms is inevitable, compelling conventional organizations to reconsider their formal command-and-control based architecture. Subsequently, important dimensions that apply to business-to-business (B2B) transactions have also been taken up for continuous discussions and revisions. To assess this situation, this chapter examines the rapid enterprising that is emerging on the Norwegian Continental Shelf (NCS) as a new organizational form to manage offshore oil and gas (O&G) production assets. This case, moreover, is a significant one, for the organization begun to break the conventional organizational barriers and has brought an explosive growth in the use of advanced ICT solutions, reflecting the usability of new frontiers in search of commercial excellence.