# Table of Contents

Preface ................................................................................................................................................ xiv

Acknowledgment .................................................................................................................................. xx

## Section 1  
Communication in Virtual Work

### Chapter 1  
Examining Tensions in Telework Policies .............................................................................................. 1  
*Jennifer L. Gibbs, Rutgers University, USA*  
*Craig R. Scott, Rutgers University, USA*  
*Young Hoon Kim, Rutgers University, USA*  
*Sun Kyong Lee, Rutgers University, USA*

### Chapter 2  
Communication, Structural Links, and Conflict in Three Inter-Organizational Virtual Collaborations ......................................................................................................................... 26  
*Tyler R. Harrison, Purdue University, USA*  
*Elizabeth A. Williams, Purdue University, USA*

### Chapter 3  
Online Teaching as Virtual Work in the New (Political) Economy ....................................................... 46  
*Roy Schwartzman, The University of North Carolina at Greensboro, USA*  
*David Carlone, The University of North Carolina at Greensboro, USA*

### Chapter 4  
The Ethical Implications of the Virtual Work Environment .................................................................... 68  
*Rachel N. Byers, Byers, Byers, and Associates P.C. & University of South Alabama, USA*
Chapter 5
The Electronic Panopticon: Organizational Surveillance in Virtual Work ................................. 87
Shawn D. Long, University of North Carolina at Charlotte, USA
Richie A. Goodman, University of North Carolina at Charlotte, USA
Chase Clow, Arizona State University, USA

Section 2
Relationships in Virtual Work

Chapter 6
Virtual Team Identity Construction and Boundary Maintenance ................................................ 100
Huiyan Zhang, Schouten China, People's Republic of China
Marshall Scott Poole, University of Illinois Urbana-Champaign, USA

Chapter 7
Temporary Virtual Teams: An Empirical Examination of Team Development ......................... 123
Stacey L. Connaughton, Purdue University, USA
Elizabeth A. Williams, Purdue University, USA
Jennifer S. Linvill, Purdue University, USA
Elizabeth J. O’Connor, Purdue University, USA
Troy Hayes, Ingersoll-Rand plc., USA

Chapter 8
Status and Influence Processes in Virtual Teams and Mobile Collaborations ........................ 146
Elizabeth C. Ravlin, University of South Carolina, USA

Chapter 9
Sense of Community in Professional Virtual Communities ....................................................... 161
Anita Blanchard, University of North Carolina at Charlotte, USA
David A. Askay, University of North Carolina at Charlotte, USA
Katherine A. Frear, University of North Carolina at Charlotte, USA

Chapter 10
Virtual Mentoring ....................................................................................................................... 177
Narisra Maria Punyanant-Carter, Texas Tech University, USA
Emilio S. Hernandez, Texas Tech University, USA

Chapter 11
Politics in Virtual Work .............................................................................................................. 193
Shawn D. Long, University of North Carolina at Charlotte, USA
Marla D. Boughton, University of North Carolina at Charlotte, USA
Rachel Widener, University of North Carolina at Charlotte, USA
Section 3
Practices in Virtual Work

Chapter 12
The Amplification of Power Dynamics in Virtual Work ........................................... 207
   Stephen C. Yungbluth, Northern Kentucky University, USA
   Zachary P. Hart, Northern Kentucky University, USA

Chapter 13
Engineers’ Perceptions of Relational Limitations Intrinsic to Virtual Work .................. 224
   Eletra S. Gilchrest, The University of Alabama in Huntsville, USA

Chapter 14
Power and Trust in the Virtual Workplace: Team Development as Communities-of-Practice .......... 239
   Ardis Hanson, University of South Florida Library System, USA
   Eric Paul Engel, Ketchcom Development, Inc., USA
   Sheila Gobes-Ryan, University of South Florida, USA

Chapter 15
Structuring a Local Virtual Work Ecology for a Collaborative, Multi-Institutional Higher
   Educational Project: A Case Study ................................................................. 264
   Shalin Hai-Jew, Kansas State University, USA

Chapter 16
Aided System of Competence Management for Virtual Team Building Adapted to Specific
   Needs of Design Projects ................................................................. 293
   Marinita Schumacher, Ecole Centrale Paris, France
   Julie Stal-Le Cardinal, Ecole Centrale Paris, France
   Jean-Claude Bocquet, Ecole Centrale Paris, France

Compilation of References .................................................................... 313

About the Contributors ........................................................................... 351

Index ........................................................................................................ 359