Table of Contents

Preface .................................................................................................................................................xvi

Acknowledgment ..............................................................................................................................xxiv

Section 1
E-Collaboration Tools

Chapter 1
Communicative Changes Associated with Repeated Use of Electronic Meeting Systems for
Decision-Making Tasks ..........................................................................................................................1
Craig R. Scott, Rutgers University, USA
C. Erik Timmerman, University of Wisconsin – Milwaukee, USA

Chapter 2
Enterprise Knowledge Preservation and Management .................................................................25
Charalampos Chelmis, University of Southern California, USA
Vikram Sorathia, University of Southern California, USA
Viktor K. Prasanna, University of Southern California, USA

Chapter 3
Replacing Proprietary Software with Open Source Software: Implications ............................46
Albert Akyeampong, Ohio Northern University, USA

Chapter 4
Fostering Social Innovation through E-Collaboration ............................................................59
Ayla Esen, Istanbul Kemerburgaz University, Turkey

Chapter 5
Theoretical Foundations of a CSCL Script in Persistent Virtual Worlds According to the
Contemporary Learning Theories and Models ......................................................................................72
Nikolaos Pellas, University of the Aegean, Greece
Section 2
Creating Effective Virtual Teams

Chapter 6
Challenge and Complexity of Virtual Team Management .......................................................... 109
Edward T. Chen, University of Massachusetts – Lowell, USA

Chapter 7
Managing Effectively in Virtual Work Contexts: An Empirical Study........................................ 121
Pamela L. Morris, University of Wisconsin—La Crosse, USA
Stacey L. Connaughton, Purdue University, USA

Chapter 8
Leadership in Globally Distributed Virtual Teams: Redefining the Qualities of an Effective
Leader and Strategies for Effective Management............................................................................ 140
Madelyn Flammia, University of Central Florida, USA
Kirk St.Amant, East Carolina University, USA

Chapter 9
Technology Imperative in Managerial Decision-Making .............................................................. 158
Neeta Baporikar, Ministry of Higher Education CAS – Salalah, Oman

Chapter 10
Leading Global Virtual Teams: The Supporting Role of Trust and Team Cognition...................... 177
Alicia M. Phebus, Florida Institute of Technology, USA
Beth Gitlin, Florida Institute of Technology, USA
Marissa L. Shuffler, University of Central Florida, USA
Jessica L. Wildman, Florida Institute of Technology, USA

Chapter 11
Promoting Critical Thinking in Virtual Teams: A Dialogic Approach......................................... 201
Helena Heizmann, University of Technology, Australia

Section 3
Collaboration and Decision Making in Organizations

Chapter 12
Leading Company ......................................................................................................................... 217
Asli Goksoy, American University in Bulgaria, Bulgaria
Ozalp Vayvay, Marmara University, Turkey
Beliz Ozsoy Yılmaz, Marmara University, Turkey
Ahmet Yılmaz, Marmara University, Turkey
<table>
<thead>
<tr>
<th>Chapter 13</th>
<th>Mobile Phone Usage in Organizational Communication and Decision-Making: Experience of Employees in a Multinational Company’s China Branch</th>
<th>240</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yun Xia, Rider University, USA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yuping Mao, Erasmus University, The Netherlands</td>
<td></td>
</tr>
<tr>
<td>Chapter 14</td>
<td>Decision Making and Decision Support Within New Product Development</td>
<td>258</td>
</tr>
<tr>
<td></td>
<td>Bart MacCarthy, University of Nottingham, UK</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Robert Pasley, University of Nottingham, UK</td>
<td></td>
</tr>
<tr>
<td>Chapter 15</td>
<td>Decision-Making in Organizations: A Case Study of the Use of GDSS in University Planning</td>
<td>280</td>
</tr>
<tr>
<td></td>
<td>Kathleen M. Golden, Edinboro University of Pennsylvania, USA</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Patricia P. Pineo, Edinboro University of Pennsylvania, USA</td>
<td></td>
</tr>
<tr>
<td>Chapter 16</td>
<td>Promoting Critical Thinking in Virtual Teams: Lessons from the Higher Education Sector</td>
<td>303</td>
</tr>
<tr>
<td></td>
<td>Francesco Sofo, University of Canberra, Australia</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Michelle Sofo, University of Canberra, Australia</td>
<td></td>
</tr>
<tr>
<td>Compilation of References</td>
<td></td>
<td>327</td>
</tr>
<tr>
<td>About the Contributors</td>
<td></td>
<td>374</td>
</tr>
<tr>
<td>Index</td>
<td></td>
<td>382</td>
</tr>
</tbody>
</table>