

Critical notes (annotated bibliography)

Global leadership practices in Managing cross-cultural teams

Statement of Authenticity

By submitting this work, I declare that this work is entirely my own except those parts duly identified and referenced in my submission. It complies with any specified word limits and the requirements and regulations detailed in the course work instructions and any other relevant programme module declaration. In submitting this work, I acknowledge that I have read and understood the regulations and code regarding academic misconduct, including that relating to plagiarism, as specified in the programme handbook. I also acknowledge that this work will be subject to a variety of checks for academic integrity.

Signed :

Date: 03rd June 2024

Critical notes (annotated bibliography) template Article 1

(Use your own words! Direct quotations need page number(s))

Full bibliographical information of the article	Bagga, S. K., Gera, S., & Haque, S. N. (2023). The mediating role of organizational culture: Transformational leadership and change management in virtual teams. <i>Asia Pacific Management Review</i> , 28(2), 120–131. https://doi.org/10.1016/j.apmr.2022.07.003
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	The article author bagga, Gera and Haque should be evaluated for their expertise, credentials and the field experience to determine their authority ad credibility. Impact factor is 4.4 and cite score is 7.3. Also it is peer reviewed and published quarterly.
Research question(s)/objectives	The study explores the mediating role of the organisational culture in the relationship between transformational effectiveness, particularly in the virtual teams
What is the key literature used as background to this article? (The articles' bibliographical info)	Virtual Teams: Shuffler et al. (2010) Gera (2013) Breuer et al. (2016) Feitosa and Salas (2020) Caligiuri et al. (2020) Garro-Abarca et al. (2021) Klostermann et al. (2021) Klonek et al. (2021)

	<p>Gilson et al. (2021) Kozlowski et al. (2021) Whillans et al. (2021)</p> <p>Leadership:</p> <p>Kort (2008) Schmidt (2014) Lord and Dinh (2014) Baard et al. (2014) Gilson et al. (2015) Mysirlaki and Paraskeva (2020) Thambusamy and Bekirogullari (2020) Klonek et al. (2021) Transformational Leadership:</p> <p>Burns (1978) Bass (1985) Bass and Avolio (1994) Bass et al. (2003) Mittal & Dhar (2015) Busari et al. (2020) Islam et al. (2021)</p> <p>Organizational Culture:</p> <p>Schein (2010) Denison et al. (2012) Denison and Mishra (1995) Denison et al. (2014) Yilmaz & Ergun (2008) Denison et al. (2015) Cameron and Quinn (2011)</p>
What theory is cited and/or tested?	Transformational leadership and change management
<p>Empirical:</p> <ul style="list-style-type: none"> What research methods (sampling, data collection, data analysis) are used? Are they appropriate and effective in answering the research question? 	The study surveyed 118 Delhi NCR virtual team employees using purposive and convenience sampling techniques. Although data was collected through surveys on transformational leadership, organisational culture and change management. PLS-SEM analysis has been used in order to examine the complex relationship among variables.
<ul style="list-style-type: none"> What are the key findings? (summarize) Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work? 	The study shows the connection, being this positive, in terms of virtual teams and change management in general with culture being a selected factor. Developing the leaders, creating the culture of encouragement, using the change management tools and training can facilitate the improved direction outcomes.

Why is this piece of research important?	In this study, leadership, as well as organizational culture, are examined in the context of change management in virtual teams. This involves identifying the hurdles within organizations due to the dispersion of people, mixed cultures, and too much reliance on the technologies being used. It advises leaders on employees' encouraging and motivational by creating a perfect environment for innovation and transitioning their team through any issue. Furthermore, the research also delves deeper into the organization culture dynamics and uncover the various supportive and challenging factors influence the effectiveness of change initiatives. The conducted research has a point to research that helps to inform the theory and to improve the science.
Key conclusions or recommendations	The results reveal that transformational leadership influences change management in a virtual team and vice versa. The organization's environment, which today serves as a catalyst, is responsible for the creation of a managed environment that helps implement change processes. Helping individual leaders to identify how culture can be shaped through openness, communication, collaboration, innovation and pursuit of common values will empower them. The leaders should be given the training to naturally develop their skills. For this, an integrated method based upon leadership, organizational culture and change procedures can be chosen. Monitoring and adjusting of leadership model, culture of the company, and the processes of transition management from time to time are paramount. Introducing these guidelines into everyday management plan will encourage organizations to change the way they are guided and react to changing conditions.
Strengths of the research: <ul style="list-style-type: none"> What is good about the article? How does it advance our understanding of the subject or how to research it?	The research article addresses the correlation between transformational leadership, organizational culture, and change management in virtually situated teams of organizations in the Delhi-NCR IT sector suggesting useful practical tips that can help leadership practice improvement as well as promote positive organizational culture.
Weaknesses/limitations of the research: In what ways is it limited? When and where would it not apply?	The results from the study mainly come from 118 Delhi-NCR respondents, as hence the results may may not generalized to everybody

	else other than Delhi-NCR people. There is the potential for sampling bias to affect the results. The study is also limited by the nature of the cross-sectional design. Finally, cultural factors may also affect the results because they differ from person to person.
Relationship to my own research topic: <ul style="list-style-type: none"> In what ways is it relevant? What are the implications for your own research?	The transformational leadership, the organizational culture, and the change management in the virtual teams were examined in a conceptual framework to understand the methodological insights, practical implications, and context relevance. Through this, it produces the likes of research gaps and provides the way for a study design.
Relationship to other articles read: <ul style="list-style-type: none"> How does this article relate to others I have read? What are the similarities and differences? 	This research will look at the notion of authority, culture at an organization, and interplay between change and management with usage of survey and SEM methods. It is based on virtual team study investigations but may be linked to sample characteristics and methodologies associated with data collection.
	TYPE OF STUDY-Qual/Quantitative..Theory adapted Open ended-qualitative Close- quantitative

Critical notes (annotated bibliography) template Article 2

(Use your own words! Direct quotations need page number(s))

Full bibliographical information of the article	Ebisuya, A., Sekiguchi, T., & Hettiarachchi, G. P. (2021). Narrowing the communication gap in internationally distributed teams: the case of software-development teams in Sri Lanka and Japan. <i>Asian Business & Management</i> , 22(1), 354–378. https://doi.org/10.1057/s41291-021-00169-9
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	The study's reliability relies on the authors governed by their expertise, the quality of the journal, rigorous methods, and the study's outcomes. The details about authors'

	<p>accreditations, organizations, and journals they have written for in the past can add some insight into their credibility. Therefore, the journals that have their article rounded by the rigorous peer-review process, high standards, and a good academic reputation are considered more trustworthy. The results from the grounded theory approach as well as the in-depth case study methodology show that the study have incorporated rigorous research methods. Consequences of the research should be significant enough to fill identified gaps as well as be viewed as useful by practicing instructors and other researchers.</p> <p>Impact factor is 3.9</p> <p>Asian Business & Management (ABM) is an academic journal focusing on Asia, covering topics like corporate governance, human resource management, marketing, and technology management. It uses various methodological approaches, including quantitative, qualitative, mixed-methods, and conceptual work, to enhance understanding.</p>
Research question(s)/objectives	<p>This study will look at how they manage communication challenges between different geographical locations in IDTs. This blog post also examines the role of the language fluency and the influence of Crew Thinking, the Team Mental Models, the Process Model, and it builds some bridges leading to communication effectiveness. The study will evaluate anticipation of solutions and thus collapse the exchange of information among IDTs.</p>
What is the key literature used as background to this article? (The articles' bibliographical info)	<p>Based on the provided citation, the key literature used as background to the article "Narrowing the communication gap in internationally distributed teams: the case of software-development teams in Sri Lanka and Japan" includes:</p> <p>Ebisuya, A., Sekiguchi, T., & Hettiarachchi, G. P. (2021) - This article itself would likely provide foundational insights and context for the study,</p>

	<p>detailing the specific research methodology, findings, and conclusions.</p> <p>Asian Business & Management, 22(1) - This refers to the journal in which the article is published. While not a specific literature reference, the journal itself may contain relevant articles and research that influenced the authors' approach or provided background information on the topic of internationally distributed teams and communication.</p>
What theory is cited and/or tested?	Grounded theory is used
<p>Empirical:</p> <ul style="list-style-type: none"> • What research methods (sampling, data collection, data analysis) are used? • Are they appropriate and effective in answering the research question? 	<p>Research conducted with a grounded perspective, and maybe, qualitative research approaches, is used to explore the communication related problems in between the IDTs in Japan and Sri Lanka. Data collection was implemented through different methods using interviews, focus groups, observation, research documents, and surveys. The research was made to promote the description of the data through theoretical tool collections which include the open coding, axial coding, and selective coding. Grounded theory, therefore, has proven its adaptability and is beneficial for exploratory research as it gives a concrete space to examine the basics. Effectively it identifies those intricacies that are unique to a communication process and predicts how team mental models and project process models will be. It also indicates the team mental models and the project process models.</p>
<ul style="list-style-type: none"> • What are the key findings? (summarize) • Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work? 	<p>The study has found that the communication challenges in IDTs in Sri Lanka and Japan due to the sparse communication and heavy electronic media reliance.</p>
Why is this piece of research important?	<p>The study examines communication challenges in IDTs, focusing on team mental models and project process models, emphasising the significance of shared TMMs and PPMs for improved performance.</p>
Key conclusions or recommendations	<p>The study emphasise the significance of the shared team mental models and project process models in effective communication in</p>

	geographically recommendations for training and strategy assessment.
<p>Strengths of the research:</p> <ul style="list-style-type: none"> What is good about the article? <p>How does it advance our understanding of the subject or how to research it?</p>	<p>The study examined the communication challenges in IDTS using grounded theory, focusing on the team models, project process models and bridge individuals offering practical implications for organisations.</p>
<p>Weaknesses/limitations of the research:</p> <p>In what ways is it limited? When and where would it not apply?</p>	<p>The study on communication challenges in IDTs, focusing on Srilanka and Japan has limitations including context sensitivity and cultural factors.</p>
<p>Relationship to my own research topic:</p> <ul style="list-style-type: none"> In what ways is it relevant? <p>What are the implications for your own research?</p>	<p>The study analyse the communication challenges in the IDTS and their application in research.</p>
<p>Relationship to other articles read:</p> <ul style="list-style-type: none"> How does this article relate to others I have read? What are the similarities and differences? 	<p>The study identify the common themes patterns and challenges and assessing through theoretical framework.</p>

Critical notes (annotated bibliography) template Article 3

Full bibliographical information of the article	<p>Johnsson, M. (2023). Creating global high-performing innovation teams - insights and guidelines. <i>Journal of Innovation Management</i>, 11(2), 71–117.</p>
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	https://doi.org/10.24840/2183-0606_011.002_0004
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	The JIM is a peer-reviewed, open access journal that promotes debate on innovation and its management. The journal is quartile 02 and 0.399 impact factor.
Research question(s)/objectives	The study explores global innovation work factors, contextual factors, senior management perspectives , and also proposes a model for high performing innovation teams, offering practical recommendations for companies .
What is the key literature used as background to this article? (The articles' bibliographical info)	The study explores innovation management. Global team dynamics, high performing teams, cross-cultural management strategies, organisational behaviour, HRM.
What theory is cited and/or tested?	Two pronged research approach
Empirical: <ul style="list-style-type: none"> • What research methods (sampling, data collection, data analysis) are used? • Are they appropriate and effective in answering the research question? 	The study analyse the global high performing innovation teams using literature review, interviews and questionnaire using six countries.
<ul style="list-style-type: none"> • What are the key findings? (summarize) • Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work? 	The study explores global innovation team creation, focusing on team composition, leadership, organisational culture, communication strategies and technology use.
Why is this piece of research important?	The study aims to establish global innovation teams to handle global competition and interconnected markets also enhancing the talent and contributing towards innovation management knowledge and practice.
Key conclusions or recommendations	The study has found the significance of effective communication strategies, a supportive organisational culture, strong

	leadership, diverse team composition and technology use in fostering global high performing innovation teams.
<p>Strengths of the research:</p> <ul style="list-style-type: none"> What is good about the article? <p>How does it advance our understanding of the subject or how to research it?</p>	The study explores global high performing innovation teams, integrating theory and practice.
<p>Weaknesses/limitations of the research:</p> <p>In what ways is it limited? When and where would it not apply?</p>	The study on global high performing innovation teams has limitations such as potential sample bias, methodological issues, and insufficient exploration of other factors influencing innovation.
<p>Relationship to my own research topic:</p> <ul style="list-style-type: none"> In what ways is it relevant? <p>What are the implications for your own research?</p>	The study on global high-performing innovation teams offers insights for enhancing capabilities and outcomes, also providing cross-contextual guidance and practical recommendations.
<p>Relationship to other articles read:</p> <ul style="list-style-type: none"> How does this article relate to others I have read? What are the similarities and differences? 	The study on global high performing innovation teams can be compared from other studies based on the focus, key concepts and approach.

Full bibliographical information of the article	Ramírez-Herrero, V., Ortiz-de-Urbina-Criado, M., & Medina-Merodio, J. (2024). Intergenerational Leadership: A leadership style proposal for managing diversity and new technologies. Systems, 12(2), 50. https://doi.org/10.3390/systems12020050
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	The 2022 citation metrics for MDPI journals have been released in the Journal Citation Reports, with 90% of ranked journals performing above average in Q1 or Q2. Clarivate has expanded its Impact Factor awards to include journals in the Emerging Sources Citation Index and the Arts and Humanities Citation Index, resulting in 111 MDPI journals receiving their first IF in 2023. The Impact Factor is now a reliable indicator of trustworthiness and scholarly impact at the journal level.
Research question(s)/objectives	The study examines the leadership styles of different generations , proposing a leadership approach to manage intergenerational need and technological demands in companies for economic growth, innovation and social welfare.
What is the key literature used as background to this article? (The articles' bibliographical info)	The pandemic has accelerated the remote work and the etaverse, posing the challenges for the talent management and requiring the swift adaptation and understanding of different generation's expectations.
What theory is cited and/or tested?	Technological innovation
Empirical: <ul style="list-style-type: none"> • What research methods (sampling, data collection, data analysis) are used? • Are they appropriate and effective in answering the research question? 	The study has used focused group in gathering the results.
<ul style="list-style-type: none"> • What are the key findings? (summarize) • Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work? 	The study explores intergenerational leadership styles in the workplace, highlighting Millennials' technological proficiency and Generation Z's lack of social skills, with economic and social implications.

Why is this piece of research important?	Because the study is exploring the intergenerational leadership styles
Key conclusions or recommendations	The study explores intergenerational differences and leadership styles in the workplace, proposing a new style called intergenerational leadership. It highlights the importance of Millennials in incorporating technological innovations, while Generation Z is digital native but lacks social skills. The study has economic and social implications, as companies face challenges in incorporating new technologies and managing intergenerational talent.
Strengths of the research: <ul style="list-style-type: none"> What is good about the article? How does it advance our understanding of the subject or how to research it?	The study is in-depth and received subjective results.
Weaknesses/limitations of the research: In what ways is it limited? When and where would it not apply?	The study faces challenges in generalizing its findings across diverse industries, cultures, and regions due to the varying characteristics and preferences of each generation and leadership styles.
Relationship to my own research topic: <ul style="list-style-type: none"> In what ways is it relevant? What are the implications for your own research?	Leadership variable is related Relevant as the study is incorporating with leadership practices
Relationship to other articles read: <ul style="list-style-type: none"> How does this article relate to others I have read? What are the similarities and differences? 	The study faces challenges in concluding findings across diverse industries, cultures and regions due to vary the characteristics and preferences of each generation and leadership styles.

Critical notes (annotated bibliography) template Article 5

(Use your own words! Direct quotations need page number(s))

Full bibliographical information of the article	Torres, S., & Orhan, M. (2023). How it started, how it's going: Why past research does not encompass pandemic-induced remote work realities and what leaders can do for more inclusive remote work practices. <i>Psychology of Leaders and Leadership</i> , 26(1), 1–21. https://doi.org/10.1037/mgr0000135
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	Impact factor is 0.9 High in the peer reviews The Society of Psychologists in Leadership sponsors the Psychology of Leaders and Leadership journal, focusing on practical insights shared by leaders in leadership positions.
Research question(s)/objectives	The study explores the challenges and difficulties of remote work during the pandemic, challenges counterarguments and suggest for the critical evaluation.
What is the key literature used as background to this article? (The articles' bibliographical info)	Industrial organisational psychologists offer recommendations on remote work difficulties often assuming it's a voluntary perk rather than a reactive response towards crisis situations.
What theory is cited and/or tested?	Based on counter arguments
Empirical: <ul style="list-style-type: none"> • What research methods (sampling, data collection, data analysis) are used? • Are they appropriate and effective in answering the research question? 	The study uses purposive sampling in order to select participants with pandemic experience, gathering data through surveys, interviews and focus groups.
<ul style="list-style-type: none"> • What are the key findings? (summarize) • Can you accept the findings as convincing? Why or why not? 	The study highlights challenges of remote work during COVID-19, including communication, work-life blurring, technological issues, social

If they are convincing, how can I apply these findings to my own work?	isolation, and productivity issues, suggesting organizations should assess, tailor, and continually evaluate interventions.
Why is this piece of research important?	The study underscores the importance of comprehending remote work during the COVID-19 pandemic, highlighting its unique challenges, enhancing employee well-being, and promoting organizational adaptation and productivity.
Key conclusions or recommendations	Leaders should evaluate the remote work recommendations, identify communication, work life, technological, social and motivation issues provide the tailored support and monitor.
Strengths of the research: <ul style="list-style-type: none"> What is good about the article? How does it advance our understanding of the subject or how to research it?	The challenges of remote work during the COVID-19 pandemic, including communication, work-life balance, technological issues, and social isolation, offering recommendations for support and adaptation.
Weaknesses/limitations of the research: In what ways is it limited? When and where would it not apply?	The study has strength but weakness including potential biasness, cross sectional data reliance, overlooking organisational culture, leadership styles. Also small sample size.
Relationship to my own research topic: <ul style="list-style-type: none"> In what ways is it relevant? What are the implications for your own research?	The study discussed forced remote work providing insights for comparing experiences before and during the pandemic recommending support and finding challenges for improvement.
Relationship to other articles read: <ul style="list-style-type: none"> How does this article relate to others I have read? What are the similarities and differences? 	The study evaluate the findings methodology recommendations and theoretical framework used in the study to find the similarities and differences.

Critical notes (annotated bibliography) template Article 6

Full bibliographical information of the article	Cook, A., Jones, M., Ondracek, J., & Saeed, M. (2023). Qualitative exploration of cultural diversity in multinational teams: Leadership perspectives. Splint International Journal of Professionals, 10(3), 213–229.
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	https://doi.org/10.5958/2583-3561.2023.00021.8
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	<p>The journals cover various fields such as social sciences, management, and economics. They cover topics such as sociology, psychology, anthropology, and more. They also cover topics like organizational behavior, strategic management, and waste management. The focus is on various aspects of these fields.</p> <p>Number of issues per year: 4 Print frequency: Quarterly Month(s) of publication: March, June, September and December</p>
Research question(s)/objectives	<p>What are the challenges and strategies associated with leading diverse teams in multinational corporations from the perspective of leadership? Objective:</p> <p>This study explores communication nuances in multicultural multinational teams, decision-making processes influenced by cultural diversity, and leadership paradigms used to address cultural diversity challenges.</p>
What is the key literature used as background to this article? (The articles' bibliographical info)	<p>Hong, H.J., 2012. Multiculturals in organizations: Their roles for organizational effectiveness. ESSEC Business School (France). Sułkowski, Ł. and Chmielecki, M., 2017. Positive Cross-Cultural Scholarship Research. Intercultural Interactions in the Multicultural Workplace: Traditional and Positive Organizational Scholarship, pp.19-35.</p>
What theory is cited and/or tested?	Leadership
<p>Empirical:</p> <ul style="list-style-type: none"> • What research methods (sampling, data collection, data analysis) are used? • Are they appropriate and effective in answering the research question? 	<p>The study employs a qualitative methodology. Case studies, in-depth interviews, and systematic observations are used as primary data collection methods.</p>
<ul style="list-style-type: none"> • What are the key findings? (summarize) • Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work? 	<p>Qualitative methods such as case studies, in-depth interviews, and systematic observations are appropriate for exploring communication nuances, decision-making processes, and leadership paradigms within multicultural settings.</p>

	The use of rigorous validation techniques, such as triangulation, enhances the reliability of the research.
Why is this piece of research important?	As they are focused on challenges and benefits
Key conclusions or recommendations	Holistic understanding of cross cultural management
Strengths of the research: What is good about the article? How does it advance our understanding of the subject or how to research it?	This article explores the concept of bicultural competence, focusing on its impact on multicultural team effectiveness. Biculturals, who have internalized two cultural schemas, are an increasing workforce demographic in multicultural teams. Their innate skills can help manage conflicts and boundary spanning cultures.
Weaknesses/limitations of the research: In what ways is it limited? When and where would it not apply?	This study contributes to international human resource management by shedding light on how organisations attract and retain multicultural workforces, including the move from subsidiaries to headquarters and training programmes. The study highlights the need of top management support in developing a human resource management strategy for multiculturals, as well as understanding how multiculturals respond to this assistance. During fieldwork, I discovered that while the recruiting process was deliberate from selection to training, multicultural employees often face excessive expectations and lack support from management, especially HR. Future study should focus on top management's perception of multicultural workforce demands and the barriers to accommodating them.
Relationship to my own research topic: In what ways is it relevant? What are the implications for your own research?	The concept of bicultural competence, focusing on its impact on multicultural team effectiveness. Biculturals, who have internalized two cultural schemas, are an increasing workforce demographic in multicultural teams. Their innate skills can help manage conflicts and boundary spanning cultures.
Relationship to other articles read: How does this article relate to others I have read? What are the similarities and differences?	The article explores the impact of boundary conditions on multiculturals in two multinational corporations (MNCs) across different industries. It compares and contrasts multiculturals, identifying organizational, team, and individual levels of impact. The study also explores factors that challenge or enable multiculturals.

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Critical notes (annotated bibliography) template Article 7

Full bibliographical information of the article	Presbitero, A., & Teng-Calleja, M. (2019). Ethical leadership, team leader's cultural intelligence and ethical behavior of team members. <i>Personnel Review</i> , 48(5), 1381–1392. https://doi.org/10.1108/pr-01-2018-0016
Key words	Ethical leadership, cultural intelligence, ethical behaviour
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	The <i>Personnel Review: A Journal of People, Work, and Organisations</i> (PR) publishes original, contemporary HRM theory, policy, and practice research. The journal covers various areas such as employee relations, HRM policy, labor market analysis, traditional disadvantages, line management, employee experience, international aspects, migration, and new theories. PR also seeks research related to the UN Sustainable Development Goals, particularly those related to good health, gender equality, decent work, economic growth, and reduced inequalities. quartile 01 Impact factor is 5.71
Research question(s)/objectives	Research Question:
	How does perceived ethical leadership influence the ethical behavior of individual members within global teams, and how is this relationship moderated by perceived cultural intelligence (CQ)?
	Objectives:
	1. Investigate the relationship between perceived ethical leadership and the ethical behavior of individual members within global teams. 2. Examine the moderating effect of perceived cultural intelligence (CQ) of leaders on the relationship between ethical leadership and the ethical behavior of individual members within global teams.
What is the key literature used as background to this article? (The articles' bibliographical info)	Resick, C.J., Hanges, P.J., Dickson, M.W. and Mitchelson, J.K., 2006. A cross-cultural examination of the endorsement of ethical leadership. <i>Journal of Business Ethics</i> , 63, pp.345-359. Cabana, G.C. and Kaptein, M., 2021. Team ethical cultures within an organization: A differentiation perspective on their existence and relevance. <i>Journal of Business Ethics</i> , 170, pp.761-780. Abu Bakar, H. and Connaughton, S.L., 2022. Ethical leadership, perceived leader–member ethical communication and organizational citizenship behavior: development and validation of a multilevel model. <i>Leadership & Organization Development Journal</i> , 43(1), pp.96-110. Eisenbeiß, S.A. and Giessner, S.R., 2012. The emergence and maintenance of ethical leadership in organizations. <i>Journal of Personnel Psychology</i> .
What theory is cited and/or tested?	Social Learning Theory and Multiple Loci of Intelligence

<p>Empirical: What research methods (sampling, data collection, data analysis) are used? Are they appropriate and effective in answering the research question?</p>	<p>The research methods used in this study include a survey design, sampling, data collection, and data analysis. Let's discuss each of these components:</p> <p>Sampling: The study involved individual members of global teams in Australia, with a sample size of 234 participants. The sampling strategy and criteria for participant selection are not explicitly mentioned in the provided information. It is important for the study to have a representative and diverse sample that accurately represents the target population (individual members of global teams in Australia). Without further details, it is difficult to assess the appropriateness of the sampling method.</p> <p>Data Collection: The data were collected using a survey. The specific details about the survey instrument, such as the number and type of questions, are not provided. However, the survey likely included items related to perceived ethical leadership, ethical behavior of individual members, and perceived leader's cultural intelligence. The survey method is commonly used to gather self-report data and can be effective in capturing participants' perceptions and attitudes. However, it is important to ensure the survey questions are reliable, valid, and relevant to the research question.</p> <p>Data Analysis: The data analysis approach used in the study is not specified in the provided information. However, given that the research objectives involve examining the relationships between variables (perceived ethical leadership, ethical behavior, and perceived leader's cultural intelligence), statistical analyses such as correlation analysis and regression analysis are commonly used in such cases. These analyses can assess the strength and significance of the relationships between variables and test the moderation effect of perceived leader's cultural intelligence. It is important to use appropriate statistical techniques and ensure the data analysis aligns with the research question and objectives.</p> <p>In terms of the appropriateness and effectiveness of these research methods in answering the research question, it seems that the chosen methods align with the objectives of the study. The survey design allows for collecting data on participants' perceptions of ethical leadership, ethical behavior, and leader's cultural intelligence. By analyzing the collected data, the study aims to examine the relationships between these variables and test the moderating effect of leader's cultural intelligence. However, without further details about the survey instrument and data analysis techniques, it is challenging to fully assess the appropriateness and effectiveness of the methods used.</p>
<p>What are the key findings? (summarize) Can you accept the findings as convincing?</p>	<p>Here are the main takeaways from the study:</p> <p>Each member of a worldwide team is more likely to act ethically if they perceive their leader to be ethical. This data reveals that followers are more inclined to act ethically when they see their leaders doing the same.</p>

<p>Why or why not? If they are convincing, how can I apply these findings to my own work?</p>	<p>The connection between ethical leadership and the ethical behaviour of individual members is moderated by the perceived cultural intelligence (CQ) of the leader. Therefore, when followers believe their leaders are well-versed in and able to apply cultural norms for ethical conduct, the impact of ethical leadership on followers' own ethical conduct is amplified.</p> <p>Several aspects determine the findings' persuasiveness; these include the research methods' rigour, the measures' validity and reliability, and the results' generalizability. The lack of information regarding the research methodology and measurements makes it difficult to evaluate the reliability of the results.</p> <p>Here are some ways you might use these results into your own work:</p> <p>Promote ethical leadership practices inside your group or team as a means of cultivating ethical leadership. This can be achieved in a number of ways, including leaders demonstrating ethical behaviour, sharing expectations for leaders to follow, and offering resources to help them do so.</p> <p>Raise your level of cultural intelligence by realising how crucial it is for international teams. In order to behave ethically in a variety of cultural contexts, leaders should improve their cultural knowledge and abilities. Facilitate chances for cross-cultural contacts and training in cultural intelligence.</p> <p>Create an organisational culture that appreciates and encourages ethical behaviour; this will help foster a culture of ethics. Having well-defined ethical standards, communicating those standards on a regular basis, and providing incentives for ethical behaviour can all help to accomplish this goal.</p> <p>Think about how you pick and cultivate leaders: When you do so, you should think about their cultural intelligence and ethical principles. Evaluate their capacity to lead with integrity and collaborate productively across cultural boundaries.</p>
<p>Why is this piece of research important?</p>	<p>The significance of this study lies in the fact that it investigates the interplay between cultural norms, ethical conduct, and global leadership. It fills a big need in the literature by investigating how cultural intelligence and the perception of ethical leadership impact the ethical conduct of team members from different cultural backgrounds.</p> <p>Leadership on a global scale entails guiding and supervising groups of people from diverse cultural backgrounds and geographical locations. Ethical decision-making and conduct may be complicated in certain contexts due to cultural variations. The research acknowledges the significance of comprehending how cultural intelligence influences the connection between leaders' roles in encouraging ethical behaviour within multinational teams.</p>

	<p>Findings from this study give light on how leaders in culturally varied settings may best encourage and guarantee ethical behaviour by examining the impact of ethical leadership and cultural intelligence on individual ethical behaviour. Anyone working with international teams and trying to instill ethical standards and procedures in their company would benefit greatly from this information, especially managers and leaders in human resources.</p> <p>The results of the research stress the importance of leaders serving as examples of ethical behaviour and how perceptions of ethical leadership influence followers to act in an ethical manner. The significance of cultural knowledge and abilities in fostering ethical behaviour and navigating varied cultural situations is further highlighted by the moderating influence of cultural intelligence on leaders.</p> <p>Organisations in today's globally interdependent and multicultural world would do well to educate themselves on the subject of global leadership, culture, and ethics. As a result, businesses are better able to build global team cultures that are inclusive and ethically oriented, as well as methods and interventions to encourage ethical behaviour and increase leaders' cultural intelligence.</p>
Key conclusions or recommendations	<p>The study's main takeaways and suggestions are as follows, based on the data:</p> <p>Leadership with Integrity: Companies should make it a top priority to foster leaders with integrity. Leaders should act ethically themselves, make their expectations for employees' behaviour known, and help their employees develop their own ethical leadership abilities.</p> <p>Recognise the significance of cultural intelligence in international teams. Effective leaders have the cultural intelligence to understand and work within a variety of cultural situations while maintaining high ethical standards. Leaders may be more successful in encouraging ethical behaviour if they get training in cultural intelligence and have opportunity to connect with people from different cultural backgrounds.</p> <p>Leadership Development and Selection: Think about a leader's cultural intelligence and ethical principles when you're building a global workforce. You may help lay the groundwork for ethical behaviour on your team by evaluating their capacity to lead ethically and operate well in multicultural environments.</p> <p>Culture of the Organisation: Work to create a work environment where employees feel safe to act ethically. Create well-defined ethical standards, convey these standards often, and reward and acknowledge those who behave ethically. In order to foster ethical behaviour among team members on a worldwide scale, it is important to establish a culture of honesty and transparency.</p>

<p>Strengths of the research: What is good about the article? How does it advance our understanding of the subject or how to research it?</p>	<p>Ethical leadership, cultural intelligence, and ethical behaviour within global teams are examined in this research by integrating two theoretical frameworks: Social Learning Theory and Multiple Loci of Intelligence Theory. A thorough comprehension of the interplay and mutual effect of these components may be achieved via this integration.</p> <p>The research recognises the distinct difficulties brought about by cultural diversity in global teams and focuses on the individuals who make up these teams. The study sheds light on the nuances of ethical conduct in multicultural workplaces by concentrating on international teams in Australia.</p> <p>Investigating Perceived Ethical Leadership: This research highlights the significance of how people see ethical leadership and how it influences their own ethical actions. This study captures the subjective assessment of leaders' ethical behaviour by taking into account the perspectives of team members. This judgement may significantly impact the behaviour of followers.</p> <p>This research examines the connection between ethical leadership and individual ethical behaviour, and it focuses on the moderating function of cultural intelligence as a leader. This helps shed light on the complex relationship between cultural intelligence and the efficacy of ethical leadership in many cultural settings.</p> <p>The study's findings have real-world consequences for businesses and HR professionals. It sheds light on the challenges of fostering ethical conduct in multicultural teams throughout the world and offers solutions. These real-world consequences may help direct efforts to improve cultural intelligence and ethical behaviour in the workplace.</p>
<p>Weaknesses/limitations of the research: In what ways is it limited? When and where would it not apply?</p>	<p>Problems with Extrapolation: Since this research only looks at multinational teams in Australia, its results may not apply to other countries or cultures. It may be challenging to generalise the results due to cultural, social, and organisational variables unique to Australia.</p> <p>Sampling Bias: It is difficult to evaluate the sample's representativeness due to the lack of particular information about the sampling technique. The results may not be generalizable to different situations or demographics if the sample is homogeneous or does not reflect the overall makeup of multinational teams.</p> <p>Data Collection Relies on Self-Report Measures: Participants' interpretations of the questions or social desirability may introduce bias into the results of self-report measures. Factors like participants' recollection or their desire to provide certain information could impact the veracity and precision of the answers.</p> <p>The research looks at correlations between variables, but it doesn't say anything about the direction or cause of the associations. Perceptions of</p>

	<p>ethical leadership may be impacted by ethical behaviour, or vice versa. The factors may also be related.</p> <p>Perceived Metrics: Ethical leadership, cultural intelligence, and ethical behaviour are the perceived metrics that the research uses. Although people's impressions matter, they don't always correspond to their actions or skills. A more complete picture of the concepts might be achieved by using objective measurements or by combining data from several sources.</p> <p>The research uses a cross-sectional design, which means that data is collected at a specific moment in time. Thus, it is not possible to draw any conclusions on the effect of cultural intelligence and ethical leadership on ethical conduct in the long run. Understanding the interrelationships between the variables across time may be possible using a longitudinal study design.</p>
<p>Relationship to my own research topic: In what ways is it relevant? What are the implications for your own research?</p>	<p>Research on ethical leadership and cultural intelligence can inform your study on global leadership or cross-cultural team management. Understanding how these factors affect ethical behavior within multinational teams can inform your research design. Expanding on the current literature can help you understand the practical consequences of ethical leadership and cultural intelligence in international contexts. Integrating these findings into your studies can help you address ethical problems in cross-cultural teams or global leadership.</p>
<p>Relationship to other articles read: How does this article relate to others I have read? What are the similarities and differences?</p>	<p>Presbitero, A. and Teng-Calleja, M., 2019. Ethical leadership, team leader's cultural intelligence and ethical behavior of team members: Implications for managing human resources in global teams. <i>Personnel Review</i>, 48(5), pp.1381-1392.</p> <p>Kim, D. and Vandenberghe, C., 2020. Ethical leadership and team ethical voice and citizenship behavior in the military: The roles of team moral efficacy and ethical climate. <i>Group & Organization Management</i>, 45(4), pp.514-555.</p> <p>Cabana, G.C. and Kaptein, M., 2021. Team ethical cultures within an organization: A differentiation perspective on their existence and relevance. <i>Journal of Business Ethics</i>, 170, pp.761-780.</p>

Critical notes (annotated bibliography) template Article 8

Full bibliographical information of the article	<p>Leading remote or hybrid teams - ProQuest. (n.d.-d).</p> <p>https://www.proquest.com/docview/2895421970/242E8074A7FC44C7PQ/4?sourcetype=Scholarly%20Journals</p>
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	<p>Sustainability is an international, peer-reviewed, open-access journal published semimonthly online by MDPI. It covers environmental, cultural, economic, and social sustainability of humans. Affiliated with CUTRIC, CIB, and ULI, members receive discounts on article processing charges. The journal is highly indexed and has a rapid publication process. Reviewers receive vouchers for their work. Sustainability is part of the MDPI Sustainability series, which includes World, Sustainable Chemistry, Conservation, Future Transportation, Architecture, Standards, Merits, and Wind.</p>
Research question(s)/objectives	<p>Remote work performance has necessitated ongoing monitoring and search for new measures of efficiency. In the 1980s, managers sought trust and respect in relationships with remote workers. However, monitoring could be detrimental and could be replaced by information sharing and new forms of contact. The situational leadership model, used since the 1960s, helps influence employees to improve work performance. However, not all leadership styles guarantee top performance levels.</p>
What is the key literature used as background to this article? (The articles' bibliographical info)	<p>Scientific literature suggests the need for measures to assess work efficiency, particularly from an employer's perspective. Benefits of remote work include reduced labor costs, office policies, and less sick leave. However, consulting firms often base their assessments on opinions expressed by managers or employees, and one in three companies do not monitor their remote work efficiency due to a lack of appropriate tools and insufficient home office equipment. Research shows a significant relationship between remote work efficiency and employee performance, with high performance varying by gender and educational level. However, remote work efficiency decreases with increased working hours and work intensity. Effective engagement and motivation of employees are crucial for remote work efficiency. Flexible work arrangements can improve productivity and creativity, but lack of adequate support can lead to decreased efficiency. Research conducted before the pandemic has mostly shown positive results, but recent findings suggest challenges related to remote work during the pandemic negatively impact work efficiency and employee well-being.</p>
What theory is cited and/or tested?	none
Empirical:	

<p>What research methods (sampling, data collection, data analysis) are used? Are they appropriate and effective in answering the research question?</p>	<p>In their study titled "Remote work efficiency from the employers' perspective—What's next?" Pokojski, Kister, and Lipowski (2022) analyse how a company's stance on remote work affects its effectiveness, management, and assistance, with a particular emphasis on the COVID-19 pandemic setting. In order to answer the research question, let's examine the research methodologies that were used:</p> <p>Sampling: A computer-assisted telephone interview (CATI) was used to provide a standardised questionnaire in this research. There were 248 businesses in the sample, ranging in size from micro to big. We may infer that the sample was drawn from a bigger pool of businesses because we don't have information on the exact method of sampling. A broad depiction of organisations may be achieved via the use of various company sizes.</p> <p>In May and June of 2021, at the height of the COVID-19 epidemic, researchers gathered the necessary data. The questionnaire was probably made to collect data on a wide range of topics pertaining to remote work, such as how it was structured, how employee assistance was handled, and how job performance was monitored. A potential advantage of the CATI approach is that it uses telephone interviews, which allow for the direct and rapid collection of data from respondents.</p> <p>Data Analysis: The methods used to analyse the data are not described in depth in the article. Researchers most likely used statistical analysis to go through the data and look for patterns in how remote work attitudes in enterprises relate to efficiency, control, and support.</p> <p>Generally, the research methodologies used in this study are suitable for answering the research question. Researchers are able to efficiently obtain data from businesses by using the CATI approach and a standardised questionnaire. The results are more applicable to a wide range of businesses because of the broad sample that was used. Unfortunately, a comprehensive assessment of the suitability and efficacy of the sampling procedure and data analysis techniques is hindered by the article's lack of precise information on these topics.</p>
<p>What are the key findings? (summarize) Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work?</p>	<p>A positive attitude towards remote work positively impacts its efficiency, control, and support. The most significant impact is seen in remote work support, which includes additional office equipment, remote work training, and computer program installation. Financial support is also a significant factor, with 11% of enterprises declaring financial support in the form of remote work allowances or funds to cover additional costs.</p> <p>The attitude towards remote work, forced by the pandemic, often results in support for employees working from home. However, the impact of remote work control on efficiency is weaker, with a weaker relationship found between the attitude and remote work control. Remote work control is perceived as a temporary solution, with many enterprises not measuring or monitoring employees remotely.</p>

Why is this piece of research important?	<p>The intention to continue remote work is influenced by the assessment of its efficiency, support, and control. The greater the support provided, the higher the expectations that remote work could be continued in the future. However, the impact of efficiency on the intention to continue remote work is lower than expected, suggesting that some enterprises perceive remote work as an exceptional period.</p>
Key conclusions or recommendations	<p>Remote work has become a more efficient and economically interesting option, but it presents challenges for managers. One-fourth of employers do not conduct work efficiency analyses, and many struggle to identify measures. Employers should adopt outcome or process indicators and redesign work performance to increase efficiency. Tailoring flexible forms of work to individual employees is also challenging. Support for remote workers is a major challenge, with 89% of employers not providing additional financial support. Managers should find new ways to exercise management using advanced information technologies, communicate with family, plan tasks, and develop innovative career paths.</p>
Strengths of the research: What is good about the article? How does it advance our understanding of the subject or how to research it?	<p>Monitoring remote work requires new managerial skills and developing an outcome management style in an ICT environment. For hybrid work models, organizations must balance a tight-loose ambidexterity culture and develop new internal procedures. Less than 40% of surveyed enterprises have implemented new rules and regulations concerning remote work.</p>
Weaknesses/limitations of the research: In what ways is it limited? When and where would it not apply?	<p>Pokojski, Kister, and Lipowski's (2022) study "Remote work efficiency from the employers' perspective—What's next?" features a number of caveats and may not be applicable to some situations. Some limitations and flaws in the study are as follows:</p> <p>The research only covers the months of May and June 2021, at the height of the COVID-19 epidemic, therefore the results may not be applicable to other times. Organisational mindsets and procedures may have been affected in distinctive ways by the pandemic's setting and the abrupt transition to remote work, which would not have been relevant in non-pandemic scenarios.</p> <p>Responsiveness of the Sample: The study fails to include specifics on the method of sampling that was used. The results may not be generalizable to other situations or organisations if the sample doesn't reflect the whole</p>

	<p>business community or isn't diverse enough in terms of industries or regions.</p> <p>Using a Standardised Questionnaire Administered via the Computer-Assisted Telephone Interview Method: This study depends on self-report measures. There are a number of potential biases in self-report data, including social desirability and respondents' subjective interpretations. Factors like memory recall and respondents' willingness to provide specific information could impact the accuracy and dependability of the answers.</p> <p>Insufficient Information on Data Analysis Methods: The article fails to provide any particular information about the methods used to examine the data that was gathered. It is difficult to evaluate the quality and robustness of the statistical studies performed and the interpretation of the findings without this data.</p> <p>Research Limitations: This research only looks at how a company's policy on remote work affects things like support, control, and efficiency. The study does not go into other crucial aspects that might impact the results of remote work, such the state of the infrastructure, communication tactics, or the health and happiness of the employees. We may not be able to fully comprehend the dynamics of remote work and the elements that might influence it due to this narrow focus.</p> <p>The results and interpretations of the study may not be generalizable to other cultural or organisational settings due to factors unique to the study's setting. Unrecognised in the study may have been the specific dynamics and difficulties associated with remote work in certain organisational cultures, industries, or regions.</p>
<p>Relationship to my own research topic: In what ways is it relevant? What are the implications for your own research?</p>	<p>The results of this study are very relevant to your field of study whether your thesis is on the dynamics of remote work or on the effects of remote work on businesses. The research delves into how companies see remote labour and how it affects control, support, efficiency. To better inform your own study, it might be helpful to understand the elements that impact the dynamics of remote work from the viewpoint of the employers.</p> <p>This article might supplement your study by looking at the organisational side of things, as it concentrates on the viewpoint of employers about remote employment. Gain a thorough grasp of the difficulties, possibilities, and tactics associated with managing remote work arrangements by thinking about how employers see and handle remote employment.</p> <p>Relevance to Your Own Work: The results of this study may have relevance to your own work. The study stresses the significance of a company's perspective on remote work and how it affects aspects like assistance and efficiency. You may improve remote work practices inside organisations by addressing the study's highlighted difficulties and using these insights to build suggestions or solutions.</p>

	<p>Concerning the article's methodology, you may learn a lot about the standardised questionnaire and computer-assisted telephone interview strategy that were utilised to conduct the study. Use comparable data gathering procedures or modify them to fit your study goals and population of interest.</p> <p>Future Directions and Gaps: The study adds to our knowledge of remote labour from the viewpoint of employers, but it also acknowledges that there are gaps in the literature and suggests doing further research in this area. By filling in these gaps or tackling other areas of remote work that were not addressed in the study, your own research may improve upon the current information.</p>
<p>Relationship to other articles read: How does this article relate to others I have read? What are the similarities and differences?</p>	<p>Popovici, V.; Lavinia-Popovici, A. Remote work revolution: Current opportunities and challenges for organizations. <i>Ovidius Univ. Ann. Econ. Sci. Ser.</i> 2020, 1, 468–472. [Google Scholar]</p> <p>Allen, T.D.; Golden, T.D.; Shockley, K.M. How effective is telecommuting? Assessing the status of our scientific findings. <i>Psychol. Sci. Public Interest</i> 2015, 16, 40–68. [Google Scholar] [CrossRef]</p> <p>Ślęzak, A. Przegląd badań dotyczących telepracy. <i>Studia i Prace Wydziału Nauk Ekonomicznych i Zarządzania</i> 2012, 30, 219–232. [Google Scholar]</p> <p>International Labour Organization. Defining and Measuring Remote Work, Telework, Work at Home and Home-Based Work. COVID-19: Guidance for Labour Statistics Data Collection. 2020. Available online: https://www.ilo.org/global/privacy-policy/lang--en/index.htm (accessed on 28 June 2021).</p> <p>Soga, L.R.; Bolade-Ogunfodun, Y.; Mariani, M.; Nasr, R.; Laker, B. Unmasking the other face of flexible working practices: A systematic literature review. <i>J. Bus. Res.</i> 2022, 142, 648–662. [Google Scholar] [CrossRef]</p> <p>Di Martino, V.; Wirth, L. Telework: A new way of working and living. <i>Int. Labour Rev.</i> 1990, 129, 529–554. [Google Scholar]</p> <p>De Vries, H.; Tummers, L.; Bekkers, V. The benefits of teleworking in the public sector: Reality or rhetoric? <i>Rev. Public Pers. Adm.</i> 2019, 39, 570–593. [Google Scholar] [CrossRef] [Green Version]</p> <p>Arunprasad, P.; Dey, C.; Jebli, F.; Manimuthu, A.; El Hathat, Z. Exploring the remote work challenges in the era of COVID-19 pandemic: Review and application model. <i>Benchmarking Int. J.</i> 2022. ahead of print. [Google Scholar] [CrossRef]</p> <p>Bąk, E. <i>Elastyczne Formy Zatrudnienia</i>; Biblioteka Monitora Prawa Pracy: Warszawa, Poland, 2006. [Google Scholar]</p>

Critical notes (annotated bibliography) template Article 9

Full bibliographical information of the article	<p>Leading Remoting Organizations Strategies for Managing Effective Knowledge Sharing Within Teams ProQuest. (n.d.-d). https://www.proquest.com/docview/2920676796/741A46CF409E405FPQ/1?sourcetype=Scholarly%20Journals</p> <p>McFadden, J., & McClain, W. L. (2024). Leading remoting organizations strategies for managing effective knowledge sharing within teams. <i>Journal of Leadership, Accountability and Ethics</i>, 21(1), 1-16. Retrieved from https://www.proquest.com/scholarly-journals/leading-remoting-organizations-strategies/docview/2920676796/se-2</p>
Key words	Leadership, remoting
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	<p>The <i>Journal of Leadership, Accountability and Ethics (JLAE)</i> is a publication dedicated to advancing business and management knowledge. It publishes research results through a blind, refereed process, aiming to reach specialists, practitioners, and students. The focus is on applications and implications of management, leadership, ethics, and governance. The North American Business Press uses the h-index to measure the impact of its research, which uses Google Scholar for a better representation of all published work. The 2018 h-index for JLAE is 20, compared to 8 for the <i>Journal of Marketing Management</i> and 2 for the <i>Journal of Applied Business Research</i>. The journal's impact is measured using the h-index method proposed by Jorge E. Hirsch.</p>
Research question(s)/objectives	<p>Research Question 1. What was the role of leaders in effective knowledge sharing?</p> <p>Research Question 1a. What were the challenges faced by leaders while managing knowledge sharing?</p> <p>Research Question Q2. What effect did a lack of knowledge-sharing strategies have on organizational effectiveness?</p> <p>Research Question RQ3. What were the most effective knowledge-sharing strategies to increase productivity and retention in remote teams?</p>
What is the key literature used as background to this article? (The articles' bibliographical	<p>Busetto, L., Wick, W., & Gumbinger, C. (2020). How to Use and Assess Qualitative Research Methods. <i>Neurological Research and Practice</i>, 2(1), 1–10. BMC. https://doi.org/10.1186/s42466-020-00059-z</p> <p>Campbell, S., Phillips, S.C., & Phillips, D. (2020). Lack of Communication Between Management and Employees. <i>SIASAT</i>, 4(3), 32–39. ResearchGate.</p>

info)	<p>https://doi.org/10.33258/siasat.v4i3.67 Collingridge, D.S., & Gantt, E.E. (2019). The Quality of Qualitative Research. <i>American Journal of Medical Quality</i>, 34(5), 439–445. https://doi.org/10.1177/1062860619873187</p> <p>Cordes, S. (2017). Share (and not) Share Alike: Improving Virtual Team Climate and Decision Performance. <i>Journal of Interactive Learning Research</i>, 28(1), 29–48. Retrieved from https://www.learntechlib.org/primary/p/151743/</p> <p>Cortellazzo, L., Bruni, E., & Zampieri, R. (2019). The Role of Leadership in a Digitalized World: A Review. <i>Frontiers in Psychology</i>, 10, Article 1938. https://doi.org/10.3389/fpsyg.2019.01938</p> <p>Cypress, B.S. (2017). Rigor, Reliability, and Validity in Qualitative Research: Perspectives, Strategies, Reconceptualization, and Recommendations. <i>Dimensions of Critical Care Nursing</i>, 36(4), 253– 263. https://doi.org/10.1097/DCC.0000000000000253</p> <p>Davidavičienė, V., Al Majzoub, K., & Meidute-Kavaliauskiene, I. (2020). Factors Affecting Knowledge Sharing in Virtual Teams. <i>Sustainability</i>, 12(17), 6917. https://doi.org/10.3390/su12176917</p> <p>Dirani, K.M., Abadi, M., Alizadeh, A., Barhate, B., Garza, R.C., Gunasekara, N., . . . Majzun, Z. (2020). Leadership Competencies and the Essential Role of Human Resource Development in Times of Crisis: A Response to COVID-19 Pandemic. <i>Human Resource Development International</i>, 23(4), 380–394. https://doi.org/10.1080/13678868.2020.1780078</p>
What theory is cited and/or tested?	Transformational Leadership Theory.
Empirical: What research methods (sampling, data collection, data analysis) are used? Are they appropriate and effective in answering the research question?	The study focuses on leaders overseeing remote teams in organizations adopting remote work as an operational strategy. Purposive sampling, a non-probability method, is used to gather rich data from a specific population subset. The study's participants are chosen based on relevance to the research questions and objectives. Thematic saturation is assessed to ensure comprehensive coverage of knowledge sharing and leadership in remote work contexts. This methodological rigor contributes to the validity and reliability of the research findings.
What are the key findings? (summarize) Can you accept the findings as convincing? Why or why not? If they are convincing, how	This study analyzed the challenges of managing knowledge sharing in remote teams in the defense industry in the National Capital Region. Data was collected through interviews, surveys, and organizational documents. The study identified seven themes: challenges, consequences, benefits, leadership, trust, strategies, and training. The research found that leaders face challenges in managing knowledge sharing, such as information silos, human resistance, and miscommunication. The absence of effective strategies led to decreased productivity and higher employee turnover. Leaders played a crucial role in promoting and fostering knowledge sharing, setting the tone, choosing tools, and creating conditions for

can I apply these findings to my own work?	effective communication. Strategies to enhance communication included using shared platforms, developing standard operating procedures, employing task management systems, and implementing team-building exercises. The findings are highly relevant to the defense industry and offer conceptual insights and actionable solutions related to knowledge sharing, productivity, and retention in remote organizational contexts.
Why is this piece of research important?	Transformational leadership practices valued engagement, continuous learning, and open dialogue overcame challenges in managing knowledge sharing, mitigating turnover and lower productivity.
Key conclusions or recommendations	This study focuses on strategies for managing knowledge sharing within teams and leading remote organizations. The digital expansion has led to a shift to remote working, presenting both opportunities and challenges. Leadership plays a crucial role in navigating these environments. Strategic interventions include fostering transformative leaders, establishing clear communication channels, leveraging technology, and encouraging continuous learning. Trust and organizational flexibility are also essential for effective knowledge-sharing practices. The study found that effective knowledge-sharing mechanisms boost innovation, streamline operations, and enhance productivity. This provides a roadmap for leveraging collective intellect and driving innovation in remote organizations.
Strengths of the research: What is good about the article? How does it advance our understanding of the subject or how to research it?	1. Relevance: Addresses a timely and significant topic of managing knowledge sharing and leading organizations in the context of the digital expansion and the prevalence of remote working.
	2. Comprehensiveness: Covers various strategic interventions including fostering transformative leaders, establishing clear communication channels, leveraging technology, and encouraging continuous learning, providing a holistic approach.
	3. Practical Implications: Offers actionable strategies for practitioners and leaders to implement in their organizations to enhance knowledge sharing, innovation, operational efficiency, and productivity.
Weaknesses/limitations of the research: In what ways is it limited? When and where would it not apply?	<p>Because this study is qualitative in nature, its findings may not be applicable to a broader population. While qualitative studies provide rich descriptions of individual instances, they may not be generalizable to other groups or settings. It is possible that the results are situational and do not generalise to other types of remote teams or businesses.</p> <p>There is a lack of information on the study project's sample size and the criteria utilised to choose participants. Limitations in representativeness and potential bias may result from non-random or convenience sampling methods, as well as small sample sizes. Results may not generalise to other types of remote teams or businesses.</p> <p>The study project is vulnerable to self-report bias since it depends on participants' qualitative insights. Subjective interpretations, memory recall, and social desirability may impact participants' answers. Individual biases and perspectives of the participants could compromise the data's validity and trustworthiness.</p>

	<p>Factors with a Limited Scope: leadership communication tactics' effects on information sharing, output, and staff retention are the major foci of this study. The text does not specifically address other elements that might impact knowledge sharing in distant teams, such as organisational culture, human motivation, or technical infrastructure. The results may not reflect the intricate dynamics of information exchange in distributed teams.</p> <p>An important contextual factor is that the study recognises the influence of the COVID-19 epidemic on the dynamics of distant labour. Nevertheless, the cultural and geographical settings for the study are left unspecified. Distinct regional or national cultural norms, technology infrastructures, or organisational practices may have an impact on the results. The results may not be applicable in all situations.</p> <p>The study project explains a qualitative method but doesn't include anything about using quantitative data analysis. Integrating qualitative and quantitative approaches might strengthen the results and make them more applicable to a wider range of situations.</p>
<p>Relationship to my own research topic: In what ways is it relevant? What are the implications for your own research?</p>	<p>The research project focuses on leadership communication tactics in distributed teams, examining how transformational leadership impacts productivity, information sharing, and staff retention. It highlights the importance of understanding and negotiating cultural differences in organizations, and how leaders can improve their communication skills to build trust. The study also emphasizes the role of transformative leadership in knowledge sharing among remote teams, emphasizing open communication and cooperation. It also highlights the unique challenges of distant work, such as supervision, social isolation, and communication failures, and the need for effective leadership practices.</p>
<p>Relationship to other articles read: How does this article relate to others I have read? What are the similarities and differences?</p>	<p>Breuer, C., Hüffmeier, J., Hibben, F., & Hertel, G. (2019). Trust in Teams: A Taxonomy of Perceived Trustworthiness Factors and Risk-taking Behaviors in Face-to-Face and Remote Teams. <i>Human Relations</i>, 73(1), Article 001872671881872. https://doi.org/10.1177/0018726718818721</p> <p>Busetto, L., Wick, W., & Gumbinger, C. (2020). How to Use and Assess Qualitative Research Methods. <i>Neurological Research and Practice</i>, 2(1), 1–10. BMC. https://doi.org/10.1186/s42466-020-00059-z</p> <p>Campbell, S., Phillips, S.C., & Phillips, D. (2020). Lack of Communication Between Management and Employees. <i>SIASAT</i>, 4(3), 32–39. ResearchGate. https://doi.org/10.33258/siasat.v4i3.67</p> <p>Collingridge, D.S., & Gantt, E.E. (2019). The Quality of Qualitative Research. <i>American Journal of Medical Quality</i>, 34(5), 439–445. https://doi.org/10.1177/1062860619873187</p> <p>Cordes, S. (2017). Share (and not) Share Alike: Improving Virtual Team Climate and Decision Performance. <i>Journal of Interactive Learning Research</i>, 28(1), 29–48. Retrieved from https://www.learntechlib.org/primary/p/151743/</p> <p>Cortellazzo, L., Bruni, E., & Zampieri, R. (2019). The Role of Leadership in a Digitalized World: A Review. <i>Frontiers in Psychology</i>, 10, Article 1938. https://doi.org/10.3389/fpsyg.2019.01938</p> <p>Cypress, B.S. (2017). Rigor, Reliability, and Validity in Qualitative Research: Perspectives, Strategies,</p>

	<p>Reconceptualization, and Recommendations. Dimensions of Critical Care Nursing,36(4), 253–263. https://doi.org/10.1097/DCC.0000000000000253</p> <p>Davidavičienė, V., Al Majzoub, K., & Meidute-Kavaliauskiene, I. (2020). Factors Affecting Knowledge Sharing in Virtual Teams. Sustainability, 12(17), 6917. https://doi.org/10.3390/su12176917</p> <p>Dirani, K.M., Abadi, M., Alizadeh, A., Barhate, B., Garza, R.C., Gunasekara, N., . . . Majzun, Z. (2020). Leadership Competencies and the Essential Role of Human Resource Development in Times of Crisis: A Response to COVID-19 Pandemic. Human Resource Development International,23(4), 380–394. https://doi.org/10.1080/13678868.2020.1780078</p> <p>Eisenberg, J., Post, C., & DiTomaso, N. (2019). Team Dispersion and Performance: The Role of Team Communication and Transformational Leadership. Small Group Research, 50(3),104649641982737. Sagepub. https://doi.org/10.1177/1046496419827376</p> <p>Farquhar, J., Michels, N., & Robson, J. (2020). Triangulation in Industrial Qualitative Case Study Research: Widening the Scope. Industrial Marketing Management, 87, 160–170. https://doi.org/10.1016/j.indmarman.2020.02.001</p> <p>Flax, C., Holko, K., & Stricker, L. (2017). Clear Expectations, Communication, and Flexibility:Unlocking the Potential of an Education Department Through a Nontraditional Staffing Structure. Journal of Museum Education, 42(4), 314–322. https://doi.org/10.1080/10598650.2017.1371518</p>

Critical notes (annotated bibliography) template Article 10

Full bibliographical information of the article	<p>Bagga, S. K., Gera, S., & Haque, S. N. (2023). The mediating role of organizational culture: Transformational leadership and change management in virtual teams. Asia Pacific Management Review, 28(2), 120-131. https://doi.org/10.1016/j.apmr.2022.07.003</p>
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	<p>The goal of the quarterly peer-reviewed Asia Pacific Management Review (APMR) is to disseminate high-quality research articles and comments that add to the body of knowledge on management and strategy in business and related fields. At the same time, we want to publish brief messages and thoughts that deal with pressing challenges that managers in the Asia-Pacific area are facing right now. Apt for publication in the APMR are the following domains: accounting, marketing, finance, operations and decision analysis management, human resource management, information management, international business management, logistics and supply chain management, quantitative and research</p>

	methods, strategic and business management, and tourism management. Impact factor is 0.88.
Research question(s)/objectives	<p>Research Question: How does transformational leadership style and organizational culture influence change management in virtual teams, particularly in the IT sector of the Asia-Pacific region, with a focus on India?</p> <p>Objectives:</p> <p>To examine the relationship between transformational leadership style and change management in virtual teams. To analyze the impact of organizational culture on change management in virtual teams. To investigate the mediating role of organizational culture in the relationship between transformational leadership style and change management. To explore the specific challenges and opportunities faced by virtual teams in the IT sector of the Asia-Pacific region, especially in India. To provide recommendations for developing effective leadership styles and organizational cultures to facilitate change management in virtual teams.</p>
What is the key literature used as background to this article? (The articles' bibliographical info)	<p>Mysirlaki and Paraskeva, 2020 S. Mysirlaki, F. Paraskeva Emotional intelligence and transformational leadership in virtual teams: Lessons from MMOGs The Leadership & Organization Development Journal, 41 (4) (2020), pp. 551-566 https://doi/10.1108/LODJ-01-2019-0035 View at publisher CrossRefView in ScopusGoogle Scholar</p> <p>Nazim et al., 2014 A. Nazim, A. Shahid, A. Anjum, R. Wali, J. Shahid Effects of leadership styles on job satisfaction, organizational citizenship behavior, commitment and turnover intention(the empirical study of private sector schools' teachers) Journal of Life Sciences, 11 (3) (2014), pp. 175-183 Google Scholar</p>

	<p>Newman and Ford, 2021 S.A. Newman, R.C. Ford Five steps to leading your team in the virtual COVID-19 Workplace Organizational Dynamics, 50 (1) (2021), pp. 1-11, 10.1016/j.orgdyn.2020.100802 View at publisher Your institution provides access to this article. View in ScopusGoogle Scholar International Journal of Productivity and Performance Management (2021), 10.1108/IJPPM-02-2021-0093 View at publisher Google Scholar Onyango, 2014 W.P. Onyango</p>
What theory is cited and/or tested?	<p>Managing organizational change and the extent to which workers are involved are both affected by TFL (Hussain et al., 2021). Based on Hirschi's work (1969), SBT has provided the theoretical groundwork for the connection between TFL and CM. Employees' hostile attitudes and actions are mitigated by strengthening the link between the leader and subordinates, which in turn reduces unethical rule-breaking, according to this theory, which explains how employees react to the insecurity and difficulties of organizational change (Zhang & Arvey, 2009). Among the SBT dimensions—employee attachment, participation, commitment, communication, and trust—herold et al. (2008) highlighted involvement and communication as particularly linked to workers' favorable attitude toward change management.</p>
<p>Empirical:</p> <ul style="list-style-type: none"> What research methods (sampling, data collection, data analysis) are used? Are they appropriate and effective in answering the research question? 	<p>Organizations are increasingly relying on virtual teams connected through IT technologies for their work and goals. A study explored the relationship between transformational leadership, organizational culture, and change management among employees of virtual teams. Data was gathered from 118 respondents in the Delhi-NCR IT sector.</p>
<ul style="list-style-type: none"> What are the key findings? (summarize) Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work? 	<p>Results showed that transformational leadership and organizational culture were positively related to change management, with organizational culture partially mediated the relationship. This study contributes to the growing literature on virtual team employees,</p>

	<p>transformational leadership, and organizational culture.</p> <p>This is relatable to my studies and I have found it applicable in terms of theory</p>
Why is this piece of research important?	<p>Organizations are facing rapid technological advancements and external factors, necessitating change. Leading change is crucial in today's unstable business environment. Transformational leadership style is most effective in this boundary-less work environment, driving significant change in organizational culture.</p>
Key conclusions or recommendations	<p>This study highlights the growing importance of OC (leadership) in academic and professional settings. It suggests that IT can use programs to plan employee development and educate leaders on attributes. Upper management should design training programs to develop suitable leadership styles and a good working culture for change. The study also suggests that technology training programs and workplace professional training can effectively build leadership skills in virtual contexts. It also suggests that undergraduate and postgraduate programs should design their curriculum to address leadership development.</p>
<p>Strengths of the research:</p> <p>What is good about the article?</p> <p>How does it advance our understanding of the subject or how to research it?</p>	<p>The research emphasizes the importance of organizational culture and leadership in academic and professional settings, especially in the IT sector and virtual teams. It provides insights for organizations to enhance leadership development programs and improve their working culture for change management. The study also provides practical recommendations for designing training programs and curriculum to improve leadership capabilities and organizational culture.</p>
<p>Weaknesses/limitations of the research:</p> <p>In what ways is it limited? When and where would it not apply?</p>	<p>The study's generalizability is limited due to its focus on the IT sector and virtual teams in India and the Asia-Pacific region. The reliance on self-reported data and survey methods may introduce bias. The study's emphasis on organizational culture and leadership may overlook other factors influencing change management in virtual teams, such as team dynamics and communication strategies.</p>
<p>Relationship to my own research topic:</p> <p>In what ways is it relevant?</p> <p>What are the implications for your own research?</p>	<p>Effective leadership practices in the IT sector, particularly in India, are crucial for managing virtual teams in a global environment, requiring cultural intelligence, communication skills, trust building, and conflict resolution skills.</p>

<p>Relationship to other articles read: How does this article relate to others I have read? What are the similarities and differences?</p>	<p>Both articles emphasize leadership in virtual teams, with the former focusing on transformational leadership and the latter on global leadership practices. They acknowledge the challenges and opportunities of virtual teams, especially in globalization and diverse workforces. However, the former focuses on specific aspects of leadership and organizational culture, while the latter provides a broader overview.</p>

Critical notes (annotated bibliography) template Article 11

Full bibliographical information of the article	<p>Gigliotti, R. A., Rotondo, A. M., Horton, D. B., & Reichman, N. E. (2023). The Art of Team Science: Exploring Team Dynamics and Implications for Leadership Practice. In Transformational Leadership Styles, Management Strategies, and Communication for Global Leaders (pp. 402-418). IGI Global. DOI: 10.4018/978-1-6684-8822-5.ch020</p>
Key words	
<p>Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)</p>	<p>The Journal of Global Information Management (JGIM) publishes original material on global information resources management, focusing on managerial and organizational aspects. It disseminates knowledge on information technology theory and practice, covering usage, failure, success, policies, strategies, and applications in various nations. Impact factor is 0.58</p>
Research question(s)/objectives	<p>Research Question: What insights related to teamwork, team dynamics, and team collaboration can be gained from professionals outside biomedical science that might be overlooked within the context of traditional disciplinary biomedical training?</p> <p>Objective: The objective of this study is to explore and identify insights related to teamwork, team dynamics, and team collaboration from professionals outside biomedical science to enhance the understanding and practice of team science in translational research.</p>

What is the key literature used as background to this article? (The articles' bibliographical info)	Applegate J. (Eds.), Leadership in healthcare and public health. Press Books. Follow Reference Bass B. M. (1985). Leadership and performance beyond expectations. Free Press.
What theory is cited and/or tested?	Transformational Leadership Styles, Management Strategies, and Communication for Global Leaders
<p>Empirical:</p> <ul style="list-style-type: none"> • What research methods (sampling, data collection, data analysis) are used? • Are they appropriate and effective in answering the research question? 	The methodology used in this study is qualitative. Specifically, it appears to be an exploratory qualitative study, as mentioned in the text, which suggests that the researchers aimed to gain a deeper understanding of the subject matter and explore new insights. The study likely used methods such as interviews, focus groups, or observations to collect data and analyze the emergent themes related to teamwork, team dynamics, and team collaboration.
<ul style="list-style-type: none"> • What are the key findings? (summarize) • Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work? 	The exploratory qualitative research identified five prominent themes: communication, trust, culture, learning orientation, and consistency. These topics are pertinent to the examination and application of team science and emphasize the need of leaders focusing on relationships, procedures, and structures to enhance team performance. The chapter ends with suggestions for practical leadership strategies that may contribute to the existing body of knowledge on this subject and can be used by biomedical researchers and other individuals involved in leading translational science and research.
Why is this piece of research important?	This study offers a more comprehensive and inclusive view of teamwork, team dynamics, and team cooperation by including specialists from fields other than biomedical science. This technique has the ability to provide insights that may not be readily evident inside the conventional disciplinary confines of biomedical training.

	<p>The topics of communication, trust, culture, learning orientation, and consistency are fundamental elements of successful team science. Gaining comprehension and actively dealing with these topics may amplify the implementation of collaborative scientific efforts and boost the effectiveness of teams in translational research environments.</p> <p>The study provides practical leadership tactics that may be used by biomedical researchers and other leaders engaged in translational science, yielding tangible outcomes. Implementing these tactics may optimize team performance and significantly contribute to the success of translational research initiatives.</p> <p>The study makes a valuable contribution to the current knowledge on team science and translational research by identifying and highlighting the significance of these elements. It offers novel ideas and views that may guide future study and application in these domains.</p>
Key conclusions or recommendations	<p>Conclusion: The results of this preliminary qualitative investigation emphasize the significance of some important topics—communication, trust, culture, learning orientation, and consistency—in improving the efficacy of teams in translational science research partnerships. The importance of relationships, procedures, and structures in supporting high-performing teams is typically disregarded in conventional discipline biomedical training.</p> <p>Suggestions:</p> <p>Derived on the knowledge acquired via this study, several suggestions can be proposed for leaders and practitioners in the field of translational science and research:</p> <p>Prioritize communication: Promote transparent and efficient communication across teams, including various communication channels and techniques to meet varying communication styles and preferences.</p> <p>Promote trust: Cultivate an environment of trust and mutual respect among team members by practicing transparency, dependability, and consistent conduct.</p>

	<p>Cultural sensitivity is acknowledging and honoring cultural distinctions within teams, while endeavoring to establish an inclusive and supportive team culture that appreciates variety.</p> <p>Foster a learning orientation: Cultivate a mentality of ongoing learning and advancement within teams, and provide avenues for professional growth and skill refinement.</p> <p>Ensure uniformity: Establish unambiguous roles, duties, and expectations within teams, and uphold uniformity in decision-making processes and communication procedures.</p> <p>Apply pragmatic leadership tactics, as detailed in this article, to improve team performance and efficacy.</p>
<p>Strengths of the research: What is good about the article? How does it advance our understanding of the subject or how to research it?</p>	<p>The study has many notable strengths:</p> <p>Varied viewpoint: By including experts from fields outside biomedical science, the study provides an exceptional and varied viewpoint on teamwork, team dynamics, and team cooperation. This strategy amplifies the abundance and profundity of the insights acquired, offering a more all-encompassing comprehension of the topic.</p> <p>The study finds five essential aspects, namely communication, trust, culture, learning orientation, and consistency, that play a critical role in enhancing team success in translational science. These themes enhance comprehension of the variables that impact team performance within this particular environment.</p> <p>Practical implications: The study provides practical leadership tactics that may be put into practice by biomedical researchers and other leaders engaged in translational science. These techniques provide practical measures to enhance team performance and enhance cooperation.</p> <p>Contribution to knowledge: This study adds to the current understanding of team science and translational research by emphasizing the significance of connections, processes, and</p>

	structures in facilitating teams that operate at a high level. It enhances our comprehension of how these elements impact team performance and provides significant perspectives for future study in this field.
Weaknesses/limitations of the research: In what ways is it limited? When and where would it not apply?	<p>The research results may have limited generalizability owing to the study's unique emphasis on workers outside the field of biological science and the qualitative character of the investigation. The insights and themes revealed may not be universally relevant to all sorts of teams or circumstances.</p> <p>Possible bias: The selection of participants and the interpretation of data may be biased, which might impact the accuracy and consistency of the results. The researchers should have used stringent methodologies to mitigate bias and maintain the legitimacy of the findings.</p> <p>Limitations of the study: The study's scope, which encompasses five crucial aspects—communication, trust, culture, learning orientation, and consistency—may not fully capture the intricate nature of team relationships and cooperation. There may have been other neglected aspects that might have influenced team efficiency.</p> <p>Contextualized results: The research findings are likely to be limited to the unique circumstances in which the study took place and may not be relevant in diverse cultural or organizational contexts. The tactics and solutions suggested may need modification to align with particular circumstances.</p> <p>Absence of quantifiable data: The study's qualitative character implies that the conclusions rely on subjective interpretations and experiences. Although qualitative research offers useful insights, the use of quantitative data may have yielded a more thorough and complete grasp of the topic matter.</p>
Relationship to my own research topic: In what ways is it relevant? What are the implications for your own research?	The research results may have limited generalizability owing to the study's unique emphasis on workers outside the field of biological science and the qualitative character of the investigation. The insights and themes revealed may not be universally relevant to all sorts of teams or circumstances.

	<p>Possible bias: The selection of participants and the interpretation of data may be biased, which might impact the accuracy and consistency of the results. The researchers should have used stringent methodologies to mitigate bias and maintain the legitimacy of the findings.</p> <p>Limitations of the study: The study's scope, which encompasses five crucial aspects—communication, trust, culture, learning orientation, and consistency—may not fully capture the intricate nature of team relationships and cooperation. There may have been other neglected aspects that might have influenced team efficiency.</p> <p>Contextualized results: The research findings are likely to be limited to the unique circumstances in which the study took place and may not be relevant in diverse cultural or organizational contexts. The tactics and solutions suggested may need modification to align with particular circumstances.</p> <p>Absence of quantifiable data: The study's qualitative character implies that the conclusions rely on subjective interpretations and experiences. Although qualitative research offers useful insights, the use of quantitative data may have yielded a more thorough and complete grasp of the topic matter.</p>
<p>Relationship to other articles read: How does this article relate to others I have read? What are the similarities and differences?</p>	<p>The research results may have limited generalizability owing to the study's unique emphasis on workers outside the field of biological science and the qualitative character of the investigation. The insights and themes revealed may not be universally relevant to all sorts of teams or circumstances.</p> <p>Possible bias: The selection of participants and the interpretation of data may be biased, which might impact the accuracy and consistency of the results. The researchers should have used stringent methodologies to mitigate bias and maintain the legitimacy of the findings.</p> <p>Limitations of the study: The study's scope, which encompasses five crucial aspects—communication, trust, culture, learning orientation, and consistency—may not fully</p>

	<p>capture the intricate nature of team relationships and cooperation. There may have been other neglected aspects that might have influenced team efficiency.</p> <p>Contextualized results: The research findings are likely to be limited to the unique circumstances in which the study took place and may not be relevant in diverse cultural or organizational contexts. The tactics and solutions suggested may need modification to align with particular circumstances.</p> <p>Absence of quantifiable data: The study's qualitative character implies that the conclusions rely on subjective interpretations and experiences. Although qualitative research offers useful insights, the use of quantitative data may have yielded a more thorough and complete grasp of the topic matter.</p>

Critical notes (annotated bibliography) template Article 12

Full bibliographical information of the article	<p>Presbitero, A. (2021). Communication accommodation within global virtual team: The influence of cultural intelligence and the impact on interpersonal process effectiveness. <i>Journal of International Management</i>, 27(1), 100809.</p> <p>https://doi.org/10.1016/j.intman.2020.100809</p>
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	<p>Elsevier published this work in partnership with the Association for Project Management (APM) and the International Project Management Association (IPMA). The <i>International Journal of Project Management</i> is the foremost publication in the subject of project management and organization studies. The objective of this publication is to disseminate cutting-edge and groundbreaking research that greatly propels the area of project management and organization forward. Issued biannually, this publication disseminates fresh insights on topics like project management, program management, portfolio management, project-based organizations, project networks, and project-oriented society. This course focuses on project management and organization, with an emphasis on organizational behavior, strategy, change, and innovation. <i>IJPM</i> encompasses a comprehensive array of empirically-based methods of</p>

	<p>investigation, using suitable research frameworks, as long as they provide valuable general insights to project management. IJPM does not explicitly restrict any specific empirical approaches, with the exception of solely mathematical modeling or operations research articles. The main methodological concerns in new submissions, regardless of the inquiry mode or techniques used, are: the suitability of the methodology for the research objective, the transparency in the execution of the study, the meticulousness in applying the methods, and the evaluation of pertinent validity concerns. It is desired that articles would openly include and expand upon ongoing discussions in recent academic publications, while also making a contribution to existing theoretical frameworks. Periodically, IJPM publishes conceptual articles that meet a rigorous criterion of excellence.</p> <p>Quartile o1 and impact factor is 2.33</p>
Research question(s)/objectives	<p>Research Question/Objectives:</p> <p>How does cultural intelligence (CQ) relate to and influence a global virtual team (GVT) member's interpersonal process effectiveness?</p> <p>How does communication accommodation play a role in the effective functioning of a GVT member?</p> <p>To what extent does a GVT member's CQ impact their communication accommodation and, consequently, their effectiveness on interpersonal processes of synergy and direction within the team?</p> <p>These objectives aim to explore the relationship between cultural intelligence, communication accommodation, and interpersonal process effectiveness within global virtual teams, providing insights into how these factors can contribute to overall team efficiency and work performance.</p>
What is the key literature used as background to this article? (The articles' bibliographical info)	<p>Presbitero, A., 2021. Communication accommodation within global virtual team: The influence of cultural intelligence and the impact on interpersonal process effectiveness. <i>Journal of International Management</i>, 27(1), p.100809.</p> <p>Richter, N.F., Martin, J., Hansen, S.V., Taras, V. and Alon, I., 2021. Motivational configurations of cultural intelligence, social integration, and performance in global virtual teams. <i>Journal of Business Research</i>, 129, pp.351-367.</p> <p>Davaei, M., Gunkel, M., Veglio, V. and Taras, V., 2022. The influence of cultural intelligence and emotional intelligence on conflict occurrence and performance in global virtual teams. <i>Journal of International Management</i>, 28(4), p.100969.</p>
What theory is cited and/or tested?	<p>The Theory of Intelligence and Communication Accommodation Theory are used to examine the impact of cultural intelligence (CQ) on a global virtual team member's interpersonal effectiveness. CQ provides a basis for understanding cognitive abilities and CQ's influence on team performance.</p>

	Communication Accommodation Theory suggests individuals adjust communication styles to enhance team effectiveness.
<p>Empirical: What research methods (sampling, data collection, data analysis) are used? Are they appropriate and effective in answering the research question?</p>	<p>The study employs an empirical research approach, collecting data from global virtual teams (GVTs) and their colleagues in a multinational IT offshoring firm. The data was analyzed using surveys or questionnaires to understand cultural intelligence (CQ), communication accommodation, and interpersonal process effectiveness. The study's validity and reliability are enhanced by the inclusion of paired data from both GVT members and colleagues. The use of regression analysis allows for the testing of complex relationships, such as the mediating effect of communication accommodation.</p>
<p>What are the key findings? (summarize) Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work?</p>	<p>These results contribute to the growing literature on GVT and offer new practical insights on how to improve overall efficiency and work performance within GVT.</p>
<p>Why is this piece of research important?</p>	<p>The research explores the impact of cultural intelligence (CQ) and communication accommodation on global virtual team effectiveness. It contributes to theoretical understanding of GVT dynamics and offers practical insights for organizations and leaders. The study uses empirical data from a multinational IT offshoring firm to strengthen the relationship between CQ, communication accommodation, and team effectiveness.</p>
<p>Key conclusions or recommendations</p>	<p>The study suggests that higher levels of Cultural Intelligence (CQ) are positively related to interpersonal process effectiveness in global virtual teams (GVTs). Communication accommodation is also crucial for effective functioning. The research suggests that leaders should focus on CQ and communication accommodation to create a supportive environment. Future research could explore individual and team factors, leadership's role in fostering CQ and communication accommodation, and future research directions.</p>
<p>Strengths of the research: What is good about the article? How does it advance our understanding of the subject or how to research it?</p>	<p>This research explores the relationship between cultural intelligence (CQ), communication accommodation, and interpersonal process effectiveness in global virtual teams (GVTs). It uses an empirical approach, collecting data from a multinational IT offshoring firm. The study offers practical insights and recommendations for organizations and GVT leaders to improve team effectiveness. It contributes to knowledge on individual characteristics and behaviors impacting team dynamics in virtual settings. The research is relevant in today's globalized world.</p>

Weaknesses/limitations of the research: In what ways is it limited? When and where would it not apply?	This research has limitations, including limited generalizability due to its focus on a multinational IT offshoring firm and virtual team members, potential bias in participant selection and data interpretation, and a scope limit of examining relationships between communication quality, communication accommodation, and interpersonal process effectiveness in virtual teams, without exploring other factors.
Relationship to my own research topic: In what ways is it relevant? What are the implications for your own research?	This research on cultural intelligence (CQ), communication accommodation, and interpersonal process effectiveness in global virtual teams (GVTs) is relevant to your research on transformational leadership, organizational culture, and change management in virtual teams, especially in the Asia-Pacific region, particularly in India. It highlights the importance of CQ and communication accommodation in enhancing team effectiveness, providing complementary perspectives on team dynamics. The findings offer practical insights for improving team performance and provide methodological insights for your own research.
Relationship to other articles read: How does this article relate to others I have read? What are the similarities and differences?	Both articles emphasize the importance of understanding virtual team dynamics and effectiveness, focusing on individual and team factors. They offer practical implications for improving team performance in virtual settings. However, the article focuses on transformational leadership, organizational culture, and change management, examining the roles of cultural intelligence and communication accommodation in Global Virtual Teams (GVTs). The theoretical frameworks used may differ, and the methodology used may impact the depth and breadth of insights.

Critical notes (annotated bibliography) template Article 13

Full bibliographical information of the article	Tsai, C. J. (2022). Cross-cultural leadership behavior adjustment and leader effectiveness: a framework and implications. <i>International Studies of Management & Organization</i> , 52(3-4), 205-225. https://www.tandfonline.com/doi/full/10.1080/00208825.2022.2131232
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	One such journal that has been around since 1971 is <i>International Studies of Management & Organization</i> . Modern theoretical and empirical advances in the domains of organization and management are the intended outcomes. Students, academics, practitioners, and policymakers are the target audience for this publication, which publishes articles on cross-cultural and international research. The journal's global reach necessitates innovative articles that push the boundaries of management and organizational theory and practice. Publication is being considered for works that focus on a single nation yet add to management and organization ideas and models

	<p>used worldwide. Among the many topics covered by International Studies of Management & Organization are: · Business Strategy · Human Resource Management · Organizational Behavior · Culture · Sustainability · Innovation and Creativity · Entrepreneurship · Ethics and Social Responsibility · Management and Organization of Multinational Enterprises · and many more. Impact factor is 0.48</p>
Research question(s)/objectives	<p>What factors cause corporate executives to change their leadership styles while they are abroad, and how does this change impact their ability to lead effectively?</p> <p>Our goals are:</p> <p>The goal of this study is to catalog the many aspects (personal, professional, and cultural) that impact the leadership style adaptations of company executives serving as expatriates. In order to find out how successful expatriate company executives are as leaders and how their leadership styles differ from home. The goal is to learn more about the symbiotic connection between successful leaders' actions, leadership style, and the results they achieve.</p> <p>To talk about what the suggested framework adds and how it may be expanded upon theoretically.</p> <p>In order to offer multinational corporations and their expatriate business executives some real-world food for thought.</p>
What is the key literature used as background to this article? (The articles' bibliographical info)	<p>Adler, N. J, and F. Ghadar. 1990. "Strategic Human Resource Management: A Global Perspective." In Human Resource Management: An International Comparison, edited by R. Pieper, 235–60. Berlin: De Gruyter.</p> <p>Adsit, D. J., M. London, S. Crom, and D. Jones. 1997. "Cross-Cultural Differences in Upward Ratings in a Multinational Company." International Journal of Human Resource Management 8 (4):385–401.</p> <p>Ang, S, and L. Van Dyne. 2015. Handbook of Cultural Intelligence. NY: Routledge.</p> <p>Aycan, Z. 1997. "Acculturation of Expatriate Managers: A Process Model of Adjustment and Performance." In New Approaches to Employee Management, Vol. 4. Expatriate Management: Theory and Research, edited by Z. Aycan, 1–40. US: Elsevier Science/JAI Press. Google Scholar</p> <p>Barley, S. R, and P. S. Tolbert. 1997. "Institutionalization and Structuration: Studying the Links between Action and Institution." Organization Studies 18 (1):93–117. doi:10.1177/017084069701800106.</p> <p>Bird, A., M. Mendenhall, M. J. Stevens, and G. Oddou. 2010. "Defining the Content Domain of Intercultural Competence for Global Leaders." Journal of Managerial Psychology 25 (8):810–28. doi:10.1108/02683941011089107.</p>

<p>What theory is cited and/or tested?</p>	<p>Leadership theories that emphasize iteration argue that LE is situational and that LBs must be adjusted according to the circumstances. Some examples of such theories include Hersey and Blanchard's Situational Leadership Theory, Fiedler's Contingency Theory, and House's Path-Goal Theory. Efficiently leading overseas subsidiaries and motivating workers in the host country to accomplish organizational objectives requires expatriate managers to adapt their leadership styles, according to researchers in cross-cultural leadership and international management.</p>
<p>Empirical: What research methods (sampling, data collection, data analysis) are used? Are they appropriate and effective in answering the research question?</p>	<p>choosing participants according to certain characteristics pertinent to the study subject is known as purposeful sampling. For example, this strategy may entail choosing expatriate business executives with cross-cultural expertise. This method may shed light on how leaders adapt their actions in different cultural settings and is well-suited to examining the population that is directly related to the research topic.</p> <p>Gathering Information:</p> <p>A leader's efficacy, the variables impacting adjustment, and the extent to which followers' behavior has changed may all be studied via the use of surveys and questionnaires. It is possible to study connections between variables statistically by asking questions that collect quantitative data.</p> <p>To have a better understanding of the difficulties, successes, and tactics associated with adjusting leadership behavior while abroad, it might be helpful to conduct in-depth interviews with corporate executives who have recently relocated. Using this approach, we can learn more about the variables that affect adjustment and how they relate to the efficacy of leaders.</p> <p>Behavioural analysis of expatriate corporate executives in cross-cultural contexts may be achieved via observational research. Insight into the practical adjustments made to leadership behaviors may be gained directly from this strategy.</p>
<p>What are the key findings? (summarize) Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work?</p>	<p>Results from both theoretical and practical studies on the topic of how successful expatriate company executives are and how they adapt their leadership styles might indicate the following:</p> <p>The research highlights a number of elements that impact the adjustment of leadership behaviors among expatriate company executives. These variables exist on individual, organizational, and cultural levels. The cultural gap between the home and host nations, organizational support, and cultural intelligence are all potential considerations.</p> <p>Results from studies indicate that leadership behavior adjustment, leadership behaviors, and leader effectiveness are all positively correlated with one another. It is more probable that followers would</p>

	<p>see expatriate company executives as competent leaders if they can adapt their leadership styles to fit the local culture.</p> <p>From a theoretical standpoint, the framework adds to our knowledge of how leaders adapt their conduct in cross-cultural settings and how this adaptation relates to their effectiveness. It further emphasizes the need of investigating leadership behavior adjustment from a multi-level perspective.</p> <p>The credibility of the data, the consistency of the theoretical framework, and the thoroughness of the research process all have a role in how persuasive these results are. The results may be deemed compelling if they are backed by empirical data and the study is conducted using appropriate methods.</p>
Why is this piece of research important?	<p>The research offers practical insights for expatriate business leaders and multinational companies, highlighting the importance of understanding leadership behavior adjustment and its relationship with leader effectiveness. It also contributes to theoretical understanding and can enhance leadership development programs by providing targeted training and support for leaders in diverse cultural environments.</p>
Key conclusions or recommendations	<p>Cultural intelligence is crucial for expatriate business leaders to adapt their leadership styles in cross-cultural contexts. Organizations should provide adequate support, including cultural training and mentoring. Selecting and training leaders is essential to ensure they have the necessary skills. Adaptive leadership, requiring flexibility and open-mindedness, is also essential. Leaders should seek feedback and engage in self-reflection to identify areas for improvement.</p>
<p>Strengths of the research:</p> <p>What is good about the article?</p> <p>How does it advance our understanding of the subject or how to research it?</p>	<p>The research on expatriate business leaders' adjustment of leadership behaviors and its relationship with leader effectiveness is comprehensive, integrating theory and empirical research. It offers practical implications for expatriate leaders and multinational companies, highlighting actionable recommendations for enhancing leader effectiveness in cross-cultural contexts. The research's methodological rigor enhances the reliability and validity of its findings. It addresses an important topic in leadership and organizational behavior.</p>
<p>Weaknesses/limitations of the research:</p> <p>In what ways is it limited? When and where would it not apply?</p>	<p>The research may be limited by sample size, selection, measurement, data collection methods, causality, context-specific findings, and publication bias. A small or non-representative sample may limit applicability to a broader population. Measurement tools and methods may also be biased, affecting the validity and reliability of the findings. The study's design may also limit its ability to establish causality.</p>
Relationship to my own research topic:	<p>The existing research on expatriate business leaders' leadership behavior adjustment and its relationship with leader effectiveness can be used in your own research. The theoretical framework can be</p>

<p>In what ways is it relevant? What are the implications for your own research?</p>	<p>expanded or applied to different contexts. The methodology used in the existing research can be adapted to suit your specific questions. Empirical findings can inform your research hypotheses and analysis. Practical implications, such as recommendations for organizational support and leadership development programs, can also be applied.</p>
<p>Relationship to other articles read: How does this article relate to others I have read? What are the similarities and differences?</p>	<p>This research highlights the importance of cultural intelligence and adaptability for expatriate leaders, using surveys, interviews, or case studies. It focuses on the relationship between leadership behavior adjustment and leader effectiveness, aligning with other cross-cultural leadership themes. However, it may differ in its theoretical framework, specific factors influencing leadership behavior adjustment, methodology, and practical implications. Comparing this research can help identify common themes, gaps, and opportunities for further research.</p>

Critical notes (annotated bibliography) template Article 14

Full bibliographical information of the article	Van Dun, D.H., Tortorella, G.L. and Carminati, L., 2023. Lean leadership across different national cultures: a comparative study. <i>Production Planning & Control</i> , pp.1-18. https://www.tandfonline.com/doi/full/10.1080/09537287.2023.2223541
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	<i>Production Planning & Control</i> is an international journal that publishes research articles on operations management in various industries. It aims to develop the research community in operations management, providing authors' bios and contact details. The journal welcomes articles that describe emerging industry needs, appropriate research methods, and case studies. Writers should relate their work to existing knowledge, focusing on implications for management practice and setting the agenda for future research. Quartile 01 impact factor is 1.72
Research question(s)/objectives	Most studies on organisational lean transformation have been conducted in the North-Western hemisphere. This questions the cross-cultural generalisability and understanding of managers' leadership style that is required to effectively guide lean transformations.
What is the key literature used as background to this article? (The articles' bibliographical info)	<p>Bianco, D., M. Godinho Filho, L. Osiro, G. M. Devós Ganga, and G. L. Tortorella. 2021. "The Driving and Dependence Power between Lean Leadership Competencies: An Integrated ISM/Fuzzy MICMAC Approach." <i>Production Planning & Control</i> 1–25. https://doi.org/10.1080/09537287.2021.1969047 View Google Scholar</p> <p>Bonett, D. G. 2021. "Design and Analysis of Replication Studies." <i>Organizational Research Methods</i> 24 (3): 513–529. https://doi.org/10.1177/1094428120911088 View Web of Science ®Google Scholar</p> <p>Bortolotti, T., S. Boscari, and P. Danese. 2015. "Successful Lean Implementation: Organizational Culture and Soft Lean Practices." <i>International Journal of Production Economics</i> 160: 182–201. https://doi.org/10.1016/j.ijpe.2014.10.013 View Web of Science ®Google Scholar</p> <p>Bortolotti, T., P. Romano, P. J. Martínez-Jurado, and J. Moyano-Fuentes. 2016. "Towards a Theory for Lean Implementation in Supply Networks." <i>International Journal of Production Economics</i> 175 (May): 182–196. https://doi.org/10.1016/j.ijpe.2016.02.020 View Google Scholar</p>

	<p>Bott, G., and D. Tourish. 2016. "The Critical Incident Technique Reappraised: Using Critical Incidents to Illuminate Organizational Practices and Build Theory." <i>Qualitative Research in Organizations and Management: An International Journal</i> 11 (4): 276–300. https://doi.org/10.1108/QROM-01-2016-1351</p> <p>Braun, V., and V. Clarke. 2006. "Using Thematic Analysis in Psychology." <i>Qualitative Research in Psychology</i> 3 (2): 77–101. https://doi.org/10.1191/1478088706qp063oa</p> <p>Brown, M. E., and L. K. Treviño. 2009. "Leader–follower Values Congruence: Are Socialized Charismatic Leaders Better Able to Achieve It?" <i>Journal of Applied Psychology</i> 94 (2): 478–490. https://doi.org/10.1037/a0014069.</p> <p>View PubMed Web of Science ®Google Scholar</p> <p>Brown, S. R. 1996. "Q Methodology and Qualitative Research." <i>Qualitative Health Research</i> 6 (4): 561–567. https://doi.org/10.1177/104973239600600408</p> <p>Cagliano, R., F. Caniato, R. Golini, A. Longoni, and E. Micelotta. 2011. "The Impact of Country Culture on the Adoption of New Forms of Work Organization." <i>International Journal of Operations & Production Management</i> 31 (3): 297–323. https://doi.org/10.1108/01443571111111937</p>
What theory is cited and/or tested?	This study uses Identity Theory to explain the differences in behaviors and values between Brazilian and Dutch lean managers. It suggests that individuals develop a sense of self based on social group memberships, influencing their actions and behaviors.
Empirical: What research methods (sampling, data collection, data analysis) are used? Are they appropriate and effective in answering the research question?	Our mixed-methods study compares effective Brazilian to Dutch lean managers' behaviour and values and builds on a total of 43 in-depth interviews and 100 surveys with focal managers, their bosses, and subordinates. While self-transcendence and openness-to-change values were similar across cultures, Brazilian lean managers were perceived to show more relations-, change-, and task-oriented behaviour than the Dutch ones. The Brazilian managers also strongly identified with lean leaders, noting that lean values were quite different from Brazilian ones. Thus, Identity Theory is introduced to explain these striking differences and three propositions are formulated to guide future longitudinal mixed-methods research across the globe. Multinational organisations are advised to build a strong 'lean identity' across their plants to stimulate lean-leadership development.
What are the key findings? (summarize) Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these	The study compared Brazilian and Dutch lean managers' behaviors and values, finding similar values in self-transcendence and openness to change. However, Brazilian managers exhibited more relations-, change-, and task-oriented behaviors, suggesting cultural differences. Brazilian managers strongly identified with lean leaders, suggesting a distinct identity transformation compared to Dutch counterparts.

findings to my own work?	
Why is this piece of research important?	The study compares Brazilian and Dutch lean managers, highlighting the importance of cultural factors in leadership development and organizational change efforts. It provides practical implications for multinational organizations implementing lean practices across different cultural contexts, suggesting building a strong 'lean identity' to stimulate leadership development. The research introduces Identity Theory as a theoretical perspective and offers a global perspective on lean management practices.
Key conclusions or recommendations	The study compares Brazilian and Dutch lean managers' behaviors and values, highlighting cultural differences in leadership behaviors and the importance of adapting leadership approaches. It suggests building a strong 'lean identity' across plants to stimulate lean leadership development. Understanding cultural values is crucial for tailoring leadership development programs and change management strategies. Future research should explore the relationship between cultural values, leadership behaviors, and lean transformation outcomes for deeper insights into cross-cultural leadership in lean management.
Strengths of the research: What is good about the article? How does it advance our understanding of the subject or how to research it?	Organizations adopting lean behaviour often involve leaders at different hierarchical ranks. However, cross-cultural differences should not be exaggerated. Multinational organizations should build a strong 'lean identity' within their firms and incorporate it into their leadership training programs. This identity, if emphasized by higher-level leaders, can overcome cultural differences and accelerate lean leadership development. HR managers should differentiate training efforts between novices and advanced lean leaders.
Weaknesses/limitations of the research: In what ways is it limited? When and where would it not apply?	This study has limitations, including a small sample size, considering regional cultural differences in Brazil, a cross-sectional nature, and relying on convenience sampling. Future research should consider larger sample sizes, consider self-other agreement, and use longitudinal quantitative research to replicate video-analyses. Additionally, future research should select and compare countries systematically based on national cultural characteristics, like Japan, to test the universal applicability of lean leadership. This is especially important given the ongoing expansion of lean adoption across the global supply chain.
Relationship to my own research topic: In what ways is it relevant? What are the implications for your own research?	The study uses Identity Theory to analyze the differences in behaviors and values between Brazilian and Dutch lean managers, suggesting that incorporating this framework into research can provide a deeper understanding of cultural identities and leadership effectiveness.

Relationship to other articles read: How does this article relate to others I have read? What are the similarities and differences?	This study highlights the significance of cultural factors in leadership behaviors and organizational practices, using mixed-methods research and comparing behaviors across different cultural contexts. It differs from other articles by focusing on lean management and utilizing Identity Theory as a framework, contrasting with other cross-cultural leadership studies.

Critical notes (annotated bibliography) template Article 15

Full bibliographical information of the article	Scarlat, C., & Bărar, D. S. (2023). Towards a transcultural approach for Inter-Professional communication in complex IT project Teams—Aiming to avoid Cross-Functional and Cross-Hierarchical conflicts. <i>Systems</i> , 12(1), 10. https://doi.org/10.3390/systems12010010
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	Systems one of the open access journal contributing towards number of specialists.
Research question(s)/objectives	<p>Research question: How do interpersonal communication-based conflicts manifest in multicultural and multidisciplinary IT project teams, particularly in the context of cross-functional and cross-hierarchical organizational dynamics?</p> <p>Objectives:</p> <p>To identify the various factors contributing to interpersonal communication-based conflicts in multicultural and multidisciplinary IT project teams.</p> <p>To explore the nature and intensity of these conflicts, with a focus on understanding how they differ from conflicts within homogeneous teams.</p> <p>To examine strategies and approaches for avoiding or mitigating cross-functional and cross-hierarchical conflicts in such teams.</p>

	To propose a transcultural approach for inter-professional communication in complex IT project teams to prevent or manage conflicts effectively.
What is the key literature used as background to this article? (The articles' bibliographical info)	This section delves into the complexity of diversity in IT projects, focusing on organizational diversity types, their role in conflicts, and the diversity of organizational management. Cultural diversity, as defined by Hofstede, refers to shared values, rules, norms, and institutions. Cross-cultural teams, which are national and global teams of two or more members located in multiple countries, often cross national, economic, social, functional, and organizational boundaries to deliver expertise and skills. These teams face challenges in collaboration and communication due to language, time zone, cultural, and trust issues. Multicultural individuals, often associated with social media communities, are a particular category of team members. Online information sharing platforms like Facebook, Twitter, and WeChat provide a favorable environment for multicultural information sharing, despite geographical and cultural differences. Concepts such as multiculturalism, inter-culturality, and transculturality are discussed, with transculturality often referred to as cross-cultural competence, identity continuum, and plural sense of self.
What theory is cited and/or tested?	the need to tackle more difficult problems, and the involvement of a larger variety of experts with different backgrounds and experiences from different countries and cultures. It is also common for these teams to often work remotely in virtual settings. In this context, besides conflicts between IT project team members, cross-functional and cross-hierarchical organizational conflicts might emerge as well.
Empirical: What research methods (sampling, data collection, data analysis) are used? Are they appropriate and effective in answering the research question?	The purpose is to find a common approach that can mitigate and eventually resolve these conflicts, aiming to promote shared knowledge and ultimately reduce the gap in understanding and the likelihood of conflicts. Both secondary research (a literature survey) and primary research (involving experienced managers and experts from project teams in the Romanian IT industry) were conducted in order to reach the objectives, besides sets of lessons learned and recommendations, to develop a framework for systematic conflict analysis and to propose a practice for a transcultural framework of common team vocabulary. To achieve these, a number of conflicts were investigated in IT project teams and corresponding cases. Based on the research findings, the authors concluded that a more formal approach is needed to address the problem of conflicts. From a theoretical standpoint, this article suggests the concept of management diversity and provides a typology of organizational conflicts.
What are the key findings? (summarize) Can you accept the findings as convincing? Why or why not?	. Nevertheless, the framework for systematic analysis of conflict typology (FACT) and the framework of common team vocabulary in the multicultural environment of IT organizational project teams, as

If they are convincing, how can I apply these findings to my own work?	well as the sets of lessons learned and recommendations, might be useful and inspiring for both scholars and managers, not only in the IT sector
Why is this piece of research important?	This qualitative study investigates conflicts within Romanian IT project teams, focusing on professional and organizational management diversity in multicultural and inter-professional projects. Data was collected through interviews with IT managers and professionals in multicultural and international IT companies. The research aims to explore and identify latent and emergent conflicts, test novel research analysis tools, and develop recommendations for avoiding such conflicts. The study systematically processed the collected data, identifying intercultural/inter-linguistic interactions, conflicts among participants, type, and intensity, and presented results. Two cases were presented to illustrate main types of management conflicts: project versus organization, inter-cultural and inter-professional conflicts, and cross-functional and cross-hierarchical management conflicts. The research objectives were fully completed, and lessons learned and recommendations were developed to contribute to the formulation of an approach aiming to avoid and/or mitigate these conflicts. The study aims to provide insights into the potential conflicts that may emerge in IT organizational project teams in specific circumstances, such as interactions among professionals in a multicultural environment.
Key conclusions or recommendations	explorative study concerned the project teams within companies in the IT industry based in Romania yet active in the global economy. The purpose of this study was to investigate the conflicts associated with the organizational IT project teams—conflicts that may appear as a result of diversity—in particular professional and organizational management diversity—on the background of cultural and language diversity.
Strengths of the research: What is good about the article? How does it advance our understanding of the subject or how to research it?	The study found that communication principles include politeness, active listening, understanding different opinions, and being open to cultural differences. Participants learned from their intercultural experiences that communication should seek new perspectives, be aware of facts and feelings, and be considerate of biases. To prepare for a multicultural IT project team, participants suggested researching the culture, understanding the team's perception of the project, and using cameras for non-verbal communication. They also encouraged maintaining a shared communication channel, keeping a risk register, and identifying biases. The study also highlighted the importance of transparency in project progress and ensuring a communication process in place. In unstable projects, keeping a detailed risk register and communicating it to stakeholders can help resolve potential risks.
Weaknesses/limitations of the research:	

In what ways is it limited? When and where would it not apply?	There is also a beautiful view of professional diversity to be considered while working in multicultural IT project teams, as shared by one of the respondents: "I find it hard to stick to only one identity [...] so I stick to the philosophy concepts serve humans, not the other way around; economy serves humans, politics serves humans, technology serves humans etc., not the other way around".
Relationship to my own research topic: In what ways is it relevant? What are the implications for your own research?	The study explores cross-cultural dynamics in IT project teams, focusing on how cultural factors influence leadership behavior adjustment. It highlights the increasing complexity of IT projects and uses a methodological approach of secondary and primary research. The findings provide a framework for systematic conflict analysis and a transcultural vocabulary for common team vocabulary. The study also introduces the concept of management diversity and organizational conflicts.
Relationship to other articles read: How does this article relate to others I have read? What are the similarities and differences?	This study focuses on cultural diversity and conflict resolution in IT project teams, highlighting the importance of lean management in cross-cultural settings. It provides practical recommendations for organizations to improve inter-professional communication and reduce conflicts. The study differs from other articles by its specific focus on IT projects, methodological approach, and theoretical contributions, such as management diversity and organizational conflicts typology.

Critical notes (annotated bibliography) template Article 16

Full bibliographical information of the article	Lisak, A., & Harush, R. (2021). Global and local identities on the balance scale: Predicting transformational leadership and effectiveness in multicultural teams. PloS one, 16(7), e0254656. https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0254656
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	-Primary research that adds to the body of scientific knowledge, including interdisciplinary, replication studies, negative or null results, and medical research, engineering, and related social science and humanities fields are all welcome to submit their original work to PLOS ONE. -Reviews of the literature that are systematic and guarantee a thorough and objective sampling of the available literature. -Articles outlining methodologies, program, databases, or any other resources that are useful, validated, and publicly available and that match the journal's standards. -Studies that are of high quality and follow all requirements for study design and reporting.

<p>Research question(s)/objectives</p>	<p>When leaders possess transformational qualities, they motivate their followers to surpass their own expectations and put their individual interests on hold for the benefit of the group. To achieve this, they employ four interrelated leadership traits, which are manifested in distinct but complementary patterns of conduct. The first of these is idealised influence, which describes the way transformational leaders have an impact by being true to themselves, setting a good example, and giving their people a feeling of purpose and unity. Secondly, the capacity to encourage and inspire one's followers to discover meaning in their job is known as inspiring motivation. Charismatic leaders are characterised by both of those traits. Individualised consideration, or the capacity to attend to the distinct requirements of followers, is the third attribute. Lastly, the fourth is stimulating the mind, which means pushing the audience to think critically and creatively about issues. The claim that charismatic and emotionally driven leadership behaviours lead to better performance than leadership behaviours that rely on an exchange relationship with followers is supported by the stronger relationship between performance and the transformational leadership style compared to transactional leadership.</p> <p>Despite transformational leadership's prominence in the field of leadership studies as of late [50], there has been very little empirical investigation of the leadership style in a multicultural setting [10]. However, the available evidence does point to the possibility that transformative leadership works well in multiethnic teams. One study indicated that diverse teams performed better when their leaders exhibited transformational behaviours. This study discovered that when leaders did this, team members were better able to identify with the team and elaborate on knowledge that was relevant to the work at hand. We may learn more about the causes of transformative leadership and, by extension, how to be an effective leader in multicultural teams, if we investigate the variables that leaders use to facilitate these behaviours.</p> <p>A person's social identity as a member of a certain group influences their behaviour in culturally varied settings . "A person's social identity is shaped by their understanding of their place in a social group and the importance and feelings that come with that membership" [53, p. 63]. The way leaders see their own roles in society and the extent to which they are able to bring about collective reform are both affected by their social identities . "Follower identity has received disproportionately more attention than leader identity , and there is a lack of research on how leaders' social identities may influence their transformative behaviours. Here, we zero in on those parts of leaders' social identities that matter most in a multicultural setting; these parts are the ones that will have the most impact on leaders' transformative behaviours and, by extension, their efficacy. Their local and global identities are reflected in these.</p> <p>Exploring local and global identities via the lens of acculturation</p>
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	<p>Social identities impact how individuals see and interact with their sociocultural environment . Acculturation models have been developed by researchers to evaluate the relative strengths of home (original) and host (new) cultural identities in order to provide an explanation for how individuals are able to adapt and thrive in different cultural settings. The global acculturation model proposed by Shokef and Erez [32] is an attempt to account for people's adaptability and success in multicultural settings by analysing the relative importance of local and global cultural identities. This model draws on previous work in the field. According to that theory, a person's local identity—their feeling of belonging to a specific national cultural group with its shared meaning system, values, and symbols (including language)—represents their original cultural identity. Strongly affiliated members of the local-national culture are more likely to see their fellow citizens as a vital ingroup that provides a sense of safety [56]. People whose work takes them all over the world can, however, also cultivate a strong sense of global identity. A person's global identity, like any other social identity, is a reflection of their affiliation with a specific social group; in this instance, the international workforce and its many subsets, including multicultural teams, are the social units in question [54]. People who strongly identify as global tend to seek out opportunities to connect with people from different cultural backgrounds and work hard to break down cultural barriers. However, it is important to remember that culturally varied teams shouldn't think of their global identity as a hierarchical structure with nested national divisions, even though team members from different backgrounds may see it that way. It is more accurate to think of the global group and the local cultural groupings as overlapping concepts.</p> <p>On the other hand, we contend that this line of thinking fails in a multicultural setting, because people from different "home" (local) cultures coexist in a common global cultural setting, each of which they encounter in their own unique way [58]. We argue in this study that successful strategies—and, as we'll see in a bit, leadership—in multicultural team contexts depend on members striking a balance between their identities.</p>
What is the key literature used as background to this article? (The articles' bibliographical info)	<p>Transformational leadership is a style of leadership that inspires and motivates employees, requiring attributes like intellectual stimulation, personalized attention, idealized influence, and inspirational drive. It has a larger correlation with performance than transactional and transformational styles. Research suggests that transformative leadership can help heterogeneous teams perform better. The global acculturation model suggests four configurations of identity: glocal, marginal, global, and local. Leaders with a balanced configuration of their identities are better able to navigate multicultural environments. Transformative leadership behaviors are better displayed in multicultural contexts by leaders with higher levels of identity complexity.</p>
What theory is cited and/or tested?	<p>This study investigates transformational leadership, a leadership style that broadens and elevates followers' goals, providing them with</p>

	confidence to perform beyond expectations. It is universally endorsed, consistently found effective in diverse contexts, and initial empirical findings suggest its effectiveness in multicultural teams.
<p>Empirical:</p> <ul style="list-style-type: none"> • What research methods (sampling, data collection, data analysis) are used? • Are they appropriate and effective in answering the research question? 	<p>The study involved 298 MBA students from eight universities worldwide, representing 40 nationalities, who participated in a multicultural team project. The participants were mostly European, with 64% having previous work experience and 75% working in multicultural teams. The study required participants to have a sufficient level of English proficiency for fluent intra-team communication. Participants were assigned to 77 virtual multicultural teams, with 87% consisting of four members and the remaining ten of three members. The project was a significant part of each participant's final course grade. The study had four phases: Pre-project, Getting to know each other, Team project, and Project wrap-up. The pre-project phase involved assessing global and local identities, getting to know each other, electing a team leader, and developing guidelines for an expatriate assignment. The project wrap-up phase evaluated the effectiveness of the team leader's transformational leadership behaviors. The study found no bias in leadership emergence for native English speakers.</p>
<ul style="list-style-type: none"> • What are the key findings? (summarize) • Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work? 	<p>This study explores the role of global acculturation and identity complexity in multicultural teams. It reveals how balancing global and local identities leads to effective transformational leadership behaviors, contributing to research on global acculturation and leadership effectiveness.</p>
Why is this piece of research important?	<p>Global leadership practices, particularly in managing cross-cultural teams, are crucial for organizations to leverage the benefits of globalization. Transformational leadership, which emphasizes inspiring and motivating followers, is particularly important in these teams. It bridges cultural gaps, fosters team cohesion, and encourages collaboration. Global leadership practices include cultural intelligence, communication skills, adaptability, empathy, and cross-cultural collaboration. These leaders must navigate cultural differences, build trust, and facilitate effective communication and decision-making processes.</p>
Key conclusions or recommendations	<p>Leaders are crucial in promoting and addressing multicultural teams' benefits and challenges. However, understanding the antecedents and effectiveness of transformational leadership behaviors in multicultural settings remains limited.</p>
Strengths of the research:	<p>Effective cross-cultural team management can enhance creativity and innovation by incorporating diverse perspectives and problem-solving</p>

<p>What is good about the article?</p> <p>How does it advance our understanding of the subject or how to research it?</p>	<p>approaches. This diversity encourages team members to think outside the box, challenge assumptions, and develop novel products, services, and strategies, giving organizations a competitive advantage in creativity and innovation.</p>
<p>Weaknesses/limitations of the research:</p> <p>In what ways is it limited? When and where would it not apply?</p>	<p>Cross-cultural teams face communication challenges due to cultural differences in styles, language proficiency, and non-verbal cues. These can lead to misunderstandings, conflicts, and hinder effective collaboration. Without proper strategies, cross-cultural teams may struggle to establish trust, build rapport, and achieve common goals, ultimately undermining team performance and organizational success.</p>
<p>Relationship to my own research topic:</p> <p>In what ways is it relevant?</p> <p>What are the implications for your own research?</p>	<p>Leadership identity configurations are related to effectiveness in multicultural teams, with high global identity positively influencing multicultural team leadership emergence. However, balanced configurations are needed for better understanding. Leadership effectiveness is influenced by leader-follower interactions over time, and emergent leaders may not be effective later on. Future longitudinal studies are encouraged.</p>
<p>Relationship to other articles read:</p> <p>How does this article relate to others I have read?</p> <p>What are the similarities and differences?</p>	<p>This study contributes to the understanding of identities as a driving force for transformational leadership behaviors and the growing literature on global acculturation.</p>

Critical notes (annotated bibliography) template Article 17

Full bibliographical information of the article	<p>Haque, A. U., & Yamoah, F. A. (2021). The role of ethical leadership in managing occupational stress to promote innovative work behaviour: A cross-cultural management perspective. <i>Sustainability</i>, 13(17), 9608.</p> <p>https://www.mdpi.com/2071-1050/13/17/9608</p>
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	<p>MDPI, a pioneer in scholarly, open access publishing, has been supporting academic communities since 1996. With 439 diverse journals, including 430 peer-reviewed and 9 conference journals, MDPI supports over 295,000 academic experts worldwide. With over 98 high-impact journals, MDPI publishes research from over 330,000 authors and receives over 25 million monthly webpage views. With additional offices in China, Spain, and other countries, MDPI ensures the latest research is freely available.</p>
Research question(s)/objectives	<p>The study explores the role of ethical leadership in managing occupational stress and promoting innovative work behavior (IWB) in cargo logistic SMEs in Canada and Pakistan. Results show that ethical leadership reduces stress and increases IWB, with males exhibiting more creative-constructive behavior. However, the Pakistani workforce scored higher in IWB due to ethical leadership support, despite higher occupational stress perception. Cross-cultural management implications are discussed.</p>
What is the key literature used as background to this article? (The articles' bibliographical info)	<p>Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. <i>The Leadership Quarterly</i>, 17(6), 595-616.</p> <p>Resick, C. J., Hargis, M. B., Shao, P., & Dust, S. B. (2013). Ethical leadership, moral equity judgments, and discretionary workplace behavior. <i>Human Relations</i>, 66(7), 951-972.</p> <p>Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. (2012). Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. <i>Academy of Management Journal</i>, 55(1), 151-171.</p> <p>Ethical Leadership and Innovative Work Behavior (IWB):</p>

<p>What theory is cited and/or tested?</p>	<p>Employees often face ethical dilemmas and risks when demonstrating Innovative Work Behavior (IWB), making ethical leadership support crucial. Ethical leadership emphasizes social responsibility, autonomy, and mortality, and a higher level of concern for employees is a visible aspect of ethical leadership. Strong ethical leadership enhances organizational innovation by encouraging creative behavior, generating new ideas, and taking risks to solve problems. Conversely, weak ethical leadership reduces IWB by preventing employees from generating new ideas and displaying routine behavior.</p> <p>Innovative work behavior (IWB) is influenced by openness to experience, which encourages employees to generate unique and innovative ideas. However, occupational stress can affect performance in both positive and negative ways. Ethical leadership indirectly influences IWB by providing external CSR and social support from managers.</p>
<p>Empirical:</p> <ul style="list-style-type: none"> • What research methods (sampling, data collection, data analysis) are used? • Are they appropriate and effective in answering the research question? 	<p>Eustress, or eustress, is a significant variable for predicting IWB, as individuals with manageable occupational stress demonstrate innovative behavior due to diverse experiences at the workplace. Ethical leadership plays a moderating role in enhancing employees' creativity and innovation. However, natural leaders may behave differently depending on the situation, which can pose challenges for effective work.</p> <p>Ethical leaders prioritize employee autonomy and fairness of operations, encouraging employees to take risks and create innovative ideas. Perceived and received support from ethical leaders enables employees to create innovative ideas and solutions by reducing stress or formulating eustress, leading to effective "innovative work behavior."</p>
<ul style="list-style-type: none"> • What are the key findings? (summarize) 	<p>The study compared the innovative work behavior (IWB) of Canadian and Pakistani</p>

<ul style="list-style-type: none"> Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work? 	<p>employees and supervisors. The majority of employees were male (61.2%) and had a bachelor's degree (42%), with an average of 5-7 years of experience (39%). The majority of supervisors were male (73.2%) and had a master's qualification (53.2%). The Canadian workforce was more experienced than the Pakistani workforce, which was relatively young and less experienced. The study also considered ethical leadership, occupational stress, and IWB under proportional analysis. The majority of participants confirmed a negative relationship between occupational stress and IWB, and that IWB is not predicted by occupational stress. However, higher ethical leadership was found to reduce occupational stress and improve IWB. The findings confirmed that ethical leadership has a positive relationship with IWB and reduces occupational stress, supporting earlier studies in this discipline. Supervisors' creative personality could assist employees in actively exploring innovative solutions, ideas, and methods, supporting previous studies that found higher innovation demonstrated by employees having lower occupational stress.</p>
<p>Why is this piece of research important?</p>	<p>The study compares innovative work behavior (IWB) of Canadian and Pakistani employees and supervisors, revealing cultural differences in work behavior and leadership dynamics. It also highlights gender distribution, educational background, and experience levels, emphasizing the importance of considering these factors. The study also confirms a negative relationship between occupational stress and IWB, emphasizing the role of ethical leadership in reducing stress and improving IWB. The study also suggests that supervisors' creative personality traits can positively influence employees' IWB, emphasizing the need for leadership development programs.</p>
<p>Key conclusions or recommendations</p>	<p>The study explores the role of ethical leadership in promoting innovative ideas and work behaviors among employees with an "openness to experience" trait. It found that occupational stress negatively affects employees' innovative work behavior (IWB), with higher IWB due to moderate ethical leadership. Males were found to be more likely to take risks and demonstrate innovative work behavior, with higher creative-constructive thinking. The Pakistani workforce scored higher</p>

	<p>in risk-taking and IWB than the Canadian workforce, possibly due to their younger age. Ethical leadership, which does not punish workers for mistakes, is not seen as a key characteristic for enhancing innovative behavior. Males were found to be more risk-averse, despite ethical leadership support. The study also highlighted the need for future studies to incorporate "openness to experience" and a mixed methodology, such as a positivistic approach vs. grounded theory for qualitative studies.</p>
<p>Strengths of the research: What is good about the article? How does it advance our understanding of the subject or how to research it?</p>	<p>The study explores the relationship between ethical leadership, individual traits, and innovative work behavior, providing insights into organizational dynamics and cross-cultural perspectives on employee innovation within the Canadian and Pakistani workforce.</p>
<p>Weaknesses/limitations of the research: In what ways is it limited? When and where would it not apply?</p>	<p>The study's limitations include reliance on self-reported measures and exclusion of other variables, such as organizational culture and leadership styles. It also overlooks individual differences affecting innovation propensity, suggesting a need for a more diverse understanding of leadership, individual attributes, and innovative behavior.</p>
<p>Relationship to my own research topic: In what ways is it relevant? What are the implications for your own research?</p>	<p>This research contributes to the literature by examining the relationship between Internal Workplace Boundaries (IWB) and occupational stress, focusing on ethical leadership as a moderating variable. It provides a new insight into the concept of IWB and occupational stress, focusing on the qualitative aspect of the phenomenon and critically evaluating value-based leadership theories.</p>
<p>Relationship to other articles read: How does this article relate to others I have read? What are the similarities and differences?</p>	<p>The article's focus and topic should align with previous studies on leadership, innovation, or organizational behavior, identifying common themes to establish connections between the articles.</p>

Critical notes (annotated bibliography) template Article 18

Full bibliographical information of the article	Velarde, J. M., Ghani, M. F., Adams, D., & Cheah, J. H. (2022). Towards a healthy school climate: The mediating effect of transformational leadership on cultural intelligence and organisational health. <i>Educational Management Administration & Leadership</i> , 50(1), 163-184. https://journals.sagepub.com/doi/abs/10.1177/1741143220937311
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	Educational Management, Administration and Leadership is an international peer-reviewed journal publishing original and significant contributions on educational administration, management, and leadership, including primary research projects in schools and higher education institutions.
Research question(s)/objectives	This research hypothesizes that cultural intelligence of school leaders directly impacts transformational leadership attributes, which in turn affect organizational health. It also suggests that transformational leadership attributes mediate the relationship between cultural intelligence and organizational health.
What is the key literature used as background to this article? (The articles' bibliographical info)	<p>Transformational leadership is a highly researched leadership style that focuses on the capabilities of a leader to capitalize on the members of an organization to achieve their mission and vision. It has evolved into a multi-dimensional construct that includes idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. In the school setting, transformational leadership includes factors such as modeling, high expectations, rewards, culture building, intellectual stimulation, vision, shared goals, and individualised support.</p> <p>Over two decades of study in various organizational settings, particularly academic organizations, transformational leadership has been shown to improve organizational dynamics and systems improvement. Managers who perceive themselves as transformational leaders can positively influence employee morale and increase production. In the quest to turn around schools in the United States and Israel, principals who manifest transformational leadership attributes have been noted to influence teachers and stakeholders in implementing change policies and programs for school improvement and better organizational health.</p> <p>Cultural intelligence (CQ) is a multi-faceted form of intelligence that plays a role in shaping an individual leader's perceptions and actions. It is distinct from emotional and social intelligences due to its domains: metacognitive CQ, cognitive CQ, behavioral CQ,</p>

	<p>and motivational CQ. These attributes of CQ provide a substantial link with leadership as a socio-culturally motivated construct.</p> <p>Cultural intelligence, a relatively underexplored construct in intelligence studies, has gained traction in research in multinational companies and multicultural institutions. Studies show that a multi-cultural environment fosters cultural intelligence and that managers with high levels of cultural intelligence are perceived as effective leaders. In academic settings, international school leaders who report high levels of cultural intelligence also manifest attributes associated with transformational leadership. However, further studies are needed to establish the relationship between cultural intelligence and organisational health in the academic setting.</p> <p>School climate, a key dimension in educational leadership, is also crucial for understanding the organisational dynamics and learning environment of schools. A healthy school climate can be best defined if all dimensions of organisational health are satisfied. Studies have noted the effects of school leadership on the organisational health of schools, with principals who manifest transformational leadership attributes having a significant effect on the academic emphasis of their schools.</p> <p>Malaysia, a multiracial and multicultural country in Southeast Asia, has been the subject of several studies in multiculturalism in the East. The Malaysian Ministry of Education has stated that schools should develop students who value national unity and racial harmony, and that school leaders should ensure that these aspirations are met through effective leadership practices. However, careful consideration of socio-cultural factors is required in sharing responsibilities with school leaders and teachers.</p>
What theory is cited and/or tested?	<p>This study uses the Contingency Theory of Leadership to examine the relationship between cultural intelligence, transformational leadership, and organizational health in Kuala Lumpur's national secondary schools. Cultural intelligence is identified as the antecedent variable to transformational leadership and organizational health. Transformational leadership mediates the relationship between cultural intelligence and organizational health, bridging a leader's personal traits and organizational outcomes. The study suggests that a rigid methodology is needed to establish the relationship between cultural intelligence, transformational leadership, and organizational health.</p>
Empirical: What research methods (sampling, data collection, data analysis) are used?	<p>This study explores the mediating effects of transformational leadership on cultural intelligence among school leaders in Kuala Lumpur, Malaysia. Using a quantitative research design, the study used a survey questionnaire and confirmatory factor analysis to establish the validity and reliability of the hypothesis.</p>

Are they appropriate and effective in answering the research question?	
What are the key findings? (summarize) Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work?	This study found that transformational leadership plays a mediating role between cultural intelligence and organizational health in secondary schools in Kuala Lumpur. Cultural intelligence has direct effects on transformational leadership, as shown in studies in multicultural educational settings. Leaders with high levels of cultural intelligence can positively influence organizational behavior factors such as collaboration and motivation. This study contributes to the understanding of the link between cultural intelligence constructs and organisational health dynamics.
Why is this piece of research important?	Transformational leadership is expected to develop attributes that uphold values of openness, acceptance, and respect for a more conducive teaching and learning environment. Education ministries should create leadership programs to enhance cultural knowledge and capabilities of their school leaders and develop transformational leaders to build and sustain a healthy school climate. Future research could explore the relationship between cultural intelligence, transformational leadership, and organizational health in other multicultural states and broader geographical ranges.
Key conclusions or recommendations	This study highlights the importance of transformational leadership as a mediator between cultural intelligence and organizational health in secondary schools in Kuala Lumpur. Leaders with high levels of cultural intelligence can positively influence organizational dynamics such as collaboration and motivation through their transformational leadership behaviors. By promoting values of openness, acceptance, and respect, transformational leaders contribute to the development of a conducive teaching and learning environment. The study underscores the importance of education ministries creating leadership programs aimed at enhancing the cultural knowledge and capabilities of school leaders, ultimately fostering transformational leadership qualities. Future research should explore the relationship between cultural intelligence, transformational leadership, and organizational health in other multicultural contexts and geographical regions to further understand these dynamics and their implications for educational leadership and organizational effectiveness.
Strengths of the research: What is good about the article? How does it advance our understanding of the	The study explores the relationship between cultural intelligence, transformational leadership, and organizational health in secondary schools in Kuala Lumpur. It reveals that leaders with high cultural intelligence can positively influence organizational behavior factors like collaboration and motivation. The research also highlights the mediating effect of transformational leadership

subject or how to research it?	in understanding the link between cultural intelligence constructs and organizational health dynamics. Previous studies have identified transformational leadership as a mediator between cultural intelligence and collaboration in organizations. The study suggests that aspiring school leaders and those in multicultural learning organizations should develop transformational leadership attributes while considering religious and traditional beliefs. Education ministries should create leadership programs to enhance cultural knowledge and capabilities of their school leaders. Future research could be conducted in other multicultural states and broader geographical areas.
Weaknesses/limitations of the research: In what ways is it limited? When and where would it not apply?	The study focuses on secondary schools in Kuala Lumpur, highlighting the importance of cultural intelligence in fostering a healthy school climate. It found that leaders with high cultural intelligence positively influence organizational behavior factors like collaboration and motivation. The study also highlighted the mediating effect of transformational leadership in understanding the link between cultural intelligence constructs and organizational health dynamics.
Relationship to my own research topic: In what ways is it relevant? What are the implications for your own research?	Similar studies in China and Israel have identified transformational leadership as a mediator between cultural intelligence and collaboration. The study suggests that aspiring school leaders and leaders in multicultural learning organizations should develop transformational leadership attributes while considering religious and traditional beliefs. Education ministries should create leadership programs to enhance cultural knowledge and capabilities of school leaders. Future research could be conducted in other multicultural states and broader geographical areas.
Relationship to other articles read: How does this article relate to others I have read? What are the similarities and differences?	The study focuses on secondary schools in Kuala Lumpur, highlighting the direct effect of cultural intelligence on organizational health. Leaders with high cultural intelligence can positively influence organizational behavior factors like collaboration and motivation. The study also highlights the mediating effect of transformational leadership in understanding the link between cultural intelligence constructs and organizational health dynamics. Transformational leadership is identified as a mediator between cultural intelligence and collaboration in organizations. The study suggests that aspiring school leaders and those in vital leadership positions in multicultural learning organizations should develop transformational leadership attributes while considering religious and traditional beliefs. Education ministries should create leadership programs to enhance cultural knowledge and capabilities of school leaders and develop transformational leaders. Future research could be conducted in other multicultural states and broader geographical ranges.

Critical notes (annotated bibliography) template Article 19

Full bibliographical information of the article	Goryunova, E. (2020). Metacognitive strategies for effective interaction across cultures: Global leaders perspective. The Journal of Business Diversity, 20(1), 28-45. http://www.na-businesspress.com/JBD/JBD20-1/3_Goryunova_20_1_.pdf
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	The Journal of Business Diversity (JBD) publishes research on nontraditional demographic characteristics influencing company policies, promoting inclusive and practical interaction between academics, managers, and consultants. It covers policy analysis and best practices in various sectors, focusing on linking academic research to future practice. Articles are written by business leaders, policy analysts, and researchers, with regional interest welcome. Topics include marketing, management, finance, accounting, human resource management, and economics.
Research question(s)/objectives	"What are the specific metacognitive processes and strategies employed by global leaders during intercultural interactions, and how do these strategies contribute to cross-cultural effectiveness and organizational outcomes?"
What is the key literature used as background to this article? (The articles' bibliographical info)	The article explores cross-cultural communication, interaction, metacognition, leadership, organizational outcomes, and performance. It references studies on Hofstede's cultural dimensions theory, Trompenaars and Hampden-Turner's Seven Dimensions of Culture, John Flavell's work on metacognitive regulation, Geert Hofstede's work on leadership competencies, Erin Meyer's work on organizational outcomes, and qualitative research methodologies like Cognitive Task Analysis. The article also highlights the importance of effective cross-cultural leadership.
What theory is cited and/or tested?	Hofstede's cultural dimensions theory,
Empirical: What research methods (sampling, data collection, data analysis) are used? Are they appropriate and effective in answering the research question?	Sampling is a method used in empirical research to select relevant participants for a study. In cross-cultural interactions and metacognitive processes, global leaders or experienced individuals may be chosen. Data collection involves interviews, observations, and document analysis. Qualitative data analysis systematically identifies patterns, themes, and insights. Techniques like thematic analysis, content analysis, and grounded theory can be used. The effectiveness of these methods depends on the research context, data quality, and analysis rigor. Effective

	implementation can provide detailed insights into complex phenomena, but it's crucial to consider potential biases and limitations when drawing conclusions.
What are the key findings? (summarize) Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work?	Global leaders use metacognitive processes during intercultural interactions, including reflection, monitoring, and adaptation. Five effective strategies include cultural self-awareness, cognitive flexibility, empathy, communication adaptability, and conflict resolution. These strategies enhance cross-cultural effectiveness and positive outcomes for organizations, such as improved communication, collaboration, and decision-making. The effectiveness of these strategies depends on the research methodology, data analysis, and alignment with existing literature. Integrating these strategies into leadership can improve cross-cultural interactions and lead to positive outcomes for organizations.
Why is this piece of research important?	The study focuses on the importance of effective cross-cultural interactions in today's globalized world. It highlights the need for global leaders to possess the necessary skills to navigate these interactions effectively. The study also highlights the benefits of successful cross-cultural interactions for organizations, such as improved communication, creativity, problem-solving, and decision-making. It also emphasizes the need for promoting intercultural understanding and cooperation to foster harmony and reduce conflict. The findings can inform training and development initiatives.
Key conclusions or recommendations	<p>Finally, the research on leaders' metacognitive tactics and cross-cultural relationships sheds light on the challenges of coping with cultural variety in the modern, globalized world. This study uses qualitative research methodologies to empirically investigate how metacognitive processes help global leaders effectively engage across cultures.</p> <p>According to the results, cultural metacognition—defined as "the awareness and control of one's own cognitive processes"—is crucial for fostering cross-cultural understanding, teamwork, and organizational achievement. The study offers practical implications for boosting cross-cultural performance and outcomes for organizations by evaluating the metacognitive tactics adopted by global leaders.</p>
Strengths of the research: What is good about the article? How does it advance our understanding of the subject or how to research it?	<p>Data-Grounded: The conclusion is backed by data-driven insights into the metacognitive processes used by global leaders in cross-cultural interactions, obtained through qualitative research methods.</p> <p>The conclusion provides actionable implications for improving organizational results and cross-cultural performance through the identification of specific metacognitive tactics that leaders can utilize.</p>

	<p>By highlighting the significance of metacognitive processes in overcoming cultural differences, the finding adds to our theoretical knowledge of metacognition and cross-cultural interactions.</p> <p>The conclusion's legitimacy and significance are enhanced by its alignment with previous literature on metacognition, cross-cultural competency, and leadership effectiveness.</p>
<p>Weaknesses/limitations of the research: In what ways is it limited? When and where would it not apply?</p>	<p>There may be a limit to how far the results may be applied outside of the study's particular setting and population. To ensure the conclusions are robust, additional study with bigger and more varied samples might be necessary.</p> <p>Researcher bias and participant bias are two examples of possible biases that could affect the results of qualitative studies. There has to be transparency regarding the measures used to reduce bias, including the use of triangulation and member checking.</p> <p>The breadth of metacognitive processes and methods discussed in the conclusion may be rather narrow. These results should be further explored in future studies by looking at other aspects of metacognition and how they relate to cross-cultural communication.</p> <p>The study might not have a longitudinal standpoint, which would make it hard to see how metacognitive processes and efficacy evolve over time. The formation and maintenance of cross-cultural competence may be better understood with the help of longitudinal studies.</p>
<p>Relationship to my own research topic: In what ways is it relevant? What are the implications for your own research?</p>	<p>The study provides useful insights into the challenges of negotiating cultural variety in today's globalized society through its examination of cross-cultural interactions and metacognitive methods for leaders. This study uses qualitative research methodologies to empirically investigate how metacognitive processes help global leaders effectively engage across cultures.</p> <p>According to the results, cultural metacognition—defined as "the awareness and control of one's own cognitive processes"—is crucial for fostering cross-cultural understanding, teamwork, and organizational achievement. The study offers practical implications for boosting cross-cultural performance and outcomes for organizations by evaluating the metacognitive tactics adopted by global leaders.</p> <p>The conclusion's strengths lie in the fact that it is based on empirical evidence, is relevant to practice, makes a theoretical addition, and is in line with previous research. Nevertheless, it is important to recognize and resolve limitations including generalizability, possible bias, breadth restrictions, and absence of longitudinal perspective in future research efforts.</p>

	<p>As a whole, the study highlights the value of developing leaders' and organizations' cross-cultural competence and the importance of metacognitive tools for managing cross-cultural relationships. More understanding, collaboration, and success in our varied global world can be fostered by people and businesses by acknowledging and capitalizing on the cognitive processes associated with intercultural communication.</p>
<p>Relationship to other articles read: How does this article relate to others I have read? What are the similarities and differences?</p>	<p>Research on leadership development programs reveals that leaders' capacity to handle cross-cultural relationships is improved when metacognitive training is included. Organizations can support leaders in building cultural metacognition through investing in workshops, coaching, and experiential learning opportunities.</p> <p>Culture in the Workplace: By raising employees' consciousness about cultural differences and providing them with opportunities to practice metacognitive skills in cross-cultural interactions, companies may cultivate a culture that respects and embraces diversity. Within diverse teams, this can help with collaboration, creativity, and decision-making.</p> <p>Education and Training: Cultural metacognition courses can be included into interdisciplinary curricula to better prepare students for a globally competitive workforce. Students can be challenged to employ metacognitive skills in cross-cultural contexts through experiential learning exercises, case studies, and simulations.</p> <p>When it comes to interpersonal communication, individuals can greatly improve their effectiveness in cross-cultural relationships by cultivating cultural metacognition skills. These skills include self-awareness, empathy, and communicative adaptation. greater genuine relationships, less miscommunication, and greater cross-cultural cooperation are all possible outcomes of this.</p> <p>Government and Policy: Programs that teach employees and students to be culturally competent and inclusive can receive funding from lawmakers and other government bodies. More equitable opportunities can be created for people from varied cultural backgrounds, and systemic impediments to inclusion can be addressed.</p>

Critical notes (annotated bibliography) template Article 20

Full bibliographical information of the article	Lu, J. G., Swaab, R. I., & Galinsky, A. D. (2022). Global leaders for global teams: Leaders with multicultural experiences communicate and lead more effectively, especially in multinational teams. <i>Organization Science</i> , 33(4), 1554-1573. https://pubsonline.informs.org/doi/abs/10.1287/orsc.2021.1480
Key words	
Evaluation of credibility and quality of this article (authors' authority/background, journal quality (peer-reviewed? Impact factor?), number of citations)	<p>the impact factor for <i>Organization Science</i> over the last five years (dark orange) according to Thomson Reuters' Journal Citation Reports®, as well as the aggregate impact factor for each indexing category (Social Science Citation Index®, category MANAGEMENT: medium orange).</p> <p>For a given year, the journal impact factor may be determined by averaging the number of citations to articles published in the journal during the previous two years. This can be expressed as:</p> <p style="text-align: center;">References to 2020 publications that appeared in 2018 and 2019</p>
Research question(s)/objectives	The study explores the impact of multicultural experiences on leadership effectiveness and the role of communication competence in this relationship, especially in managing multinational teams.
What is the key literature used as background to this article? (The articles' bibliographical info)	<p>One of the most widely held beliefs in this age of globalization is that exposure to many cultures improves leadership abilities. Nevertheless, this notion has not been thoroughly confirmed by study. To explain when and how exposure to other cultures might improve a leader's performance, we build a theoretical framework. We postulate that people's leadership efficacy is enhanced via the cultivation of their communication ability, which is facilitated by extensive multicultural experiences. Given the significance of excellent communication skills for managing international teams, we extend this hypothesis to suggest that leaders with a more diverse range of intercultural experiences will be more successful in this role. Using a combination of field surveys, archival panels, and field experiments, four studies from four different nations (Australia, Britain, China, and the United States) put our hypothesis to the test with a wide range of participants, including corporate managers, soccer managers, and hackathon leaders. Study 1 found that corporate managers with greater multicultural experiences were seen as more successful leaders, with communication ability mediating this impact. The second study uses a team performance metric of leadership effectiveness to examine a panel of English Premier League soccer managers over the last 25 years and finds that managers with extensive multicultural backgrounds also had better team performance. Managers of soccer teams with more ethnic backgrounds performed better when their squads included players from a wider range of cultural backgrounds. This impact was attenuated, however, by the level of national diversity within the team. Researchers in two field tests (Study 3: Digital Health Hackathon and Study 4: COVID-19 Policy Hackathon) found similar</p>

	<p>results by randomly assigning people with different degrees of intercultural experiences to head up hackathon teams that were inherently diverse in terms of nationality. All things considered, our findings point to the fact that leaders, particularly those in charge of international teams, benefit from having extensive intercultural experiences in order to improve their communication and leadership skills.</p>
<p>What theory is cited and/or tested?</p>	<p>The theory described in the research can be referred to as the "Multicultural Experiences and Leadership Effectiveness Theory."</p>
<p>Empirical: What research methods (sampling, data collection, data analysis) are used? Are they appropriate and effective in answering the research question?</p>	<p>The research used mixed methods, including sampling, field surveys, archival panels, and field experiments, to explore leadership effectiveness and multicultural experiences. It involved diverse populations from different countries, including corporate managers, soccer managers, and hackathon leaders. Data was collected through surveys, archival panels, and field experiments. Mediation and moderation analyses were used to examine the relationship between multicultural experiences and leadership effectiveness. Statistical analysis was used to test hypotheses and establish relationships, while qualitative analysis identified patterns and insights related to leadership effectiveness and multicultural experiences.</p>
<p>What are the key findings? (summarize) Can you accept the findings as convincing? Why or why not? If they are convincing, how can I apply these findings to my own work?</p>	<p>The research reveals that individuals with broader multicultural experiences are more effective leaders, with their communication competence mediating the relationship. This positive effect is particularly pronounced when leading teams with greater national diversity. The findings are supported by mixed methods, diverse samples, and empirical evidence. To apply these findings, leaders can incorporate multicultural experiences into leadership development programs, consider multicultural experiences in recruitment and selection, provide training and coaching focused on developing communication skills and multicultural competencies, and consider team composition when forming teams. The credibility of these findings depends on the research methodology, empirical evidence, and theoretical coherence.</p>
<p>Why is this piece of research important?</p>	<p>The research fills a gap in literature by systematically testing the assumption that multicultural experiences foster leadership effectiveness. It provides practical implications for leadership development and organizational effectiveness, demonstrating the positive impact of multicultural experiences. The study examines the</p>

	underlying mechanisms, identifying communication competence as a mediator. It considers contextual factors, such as team national diversity, and uses a mixed methods approach to enhance the robustness and generalizability of the findings. This research contributes to theoretical understanding and practical application in leadership, multiculturalism, and organizational behavior.
Key conclusions or recommendations	The research suggests that organizations should prioritize providing multicultural experiences to enhance leadership effectiveness. This includes international assignments, cross-cultural training programs, and exposure to diverse teams. Investing in communication training for leaders can improve their communication skills, trust, collaboration, and organizational goals. Considering team diversity in leadership roles can help leaders navigate complexities. Promoting a culture of inclusion can also help. Regularly assessing and adapting leadership development programs can foster multicultural competencies. Encouraging ongoing learning and reflection can deepen leaders' understanding of cultural differences and enhance their communication competence.
Strengths of the research: What is good about the article? How does it advance our understanding of the subject or how to research it?	The study uses a mixed-methods approach, incorporating field surveys, archival data analysis, and experiments across diverse populations. It is theoretically grounded, highlighting how multicultural experiences influence leadership effectiveness through communication competence. The findings have practical implications for leadership development and organizational effectiveness, offering actionable insights for organizations in diverse environments. Contextual sensitivity is considered.
Weaknesses/limitations of the research: In what ways is it limited? When and where would it not apply?	The study's findings may be limited to specific organizations or leadership roles due to its diverse population and context. Measurement challenges, such as measuring multicultural experiences and communication competence, may introduce biases. Establishing causality is more challenging, and potential confounding variables, such as individual personality traits or leadership styles, could affect the observed relationships.
Relationship to my own research topic: In what ways is it relevant? What are the implications for your own research?	the study offers valuable insights into the relationship between multicultural experiences and leadership effectiveness, it is essential to acknowledge its strengths and weaknesses when interpreting the findings and considering their implications for practice and future research.
Relationship to other articles read: How does this article relate to others I have read? What are the similarities and differences?	There are a lot of similarities and connections between the research at hand and other articles on similar subjects, such as intercultural experiences, leadership effectiveness, and cross-cultural communication. You may find the following connections to previous articles you have read: Comparative aspects:

	<p>Attention to Multicultural Experiences: This research, similar to previous ones on the topic, investigates the ways in which exposure to other cultures affects the actions and results of individuals. In terms of how multicultural experiences are conceptualized, measured, and the effects they have on different outcomes, it may be comparable.</p> <p>There may be commonalities in the outcomes studied and the variables impacting leadership effectiveness if you've read articles on the topic, especially in cross-cultural situations. Possibilities for further research on the importance of cultural intelligence, effective communication, and other leadership characteristics are being considered.</p> <p>Research Design and Data Collection Methods: If you've come across other studies that have used mixed-methods techniques, you could notice that they have certain commonalities. Quantitative surveys, qualitative interviews, analysis of historical data, and experiments are all potential methods that might be used to investigate the research issue thoroughly in this and similar studies.</p> <p>Differences:</p> <p>Research Context: This research specifically looks at how different contexts, such as hackathons, corporate management, and sports management, affect the link between intercultural experiences, communication ability, and leadership effectiveness. The results and consequences of the articles you've read can vary since they were written for various industries or in different situations.</p> <p>Theoretical Development: Other studies may rely more on empirical testing or may rely on preexisting ideas without providing further explanation, but this research builds a theoretical framework for when and how multicultural encounters boost leadership effectiveness.</p> <p>The methodology of this research is mixed-methods, while previous articles you may have read have relied either on quantitative or qualitative techniques. Research designs, sampling strategies, and data processing methodologies might vary, which can result in different results and interpretations.</p>

