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## **Appendix**

### **Closed ended questionnaires**

- 1) Do you agree behaviour and communication are essential for the virtual team management?
  - A. Strongly Disagree
  - B. Strongly agree
  - C. Neutral
  - D. Agree
  - E. Disagree
  
- 2) Do you agree virtual project management is different conventional project management?
  - A. Strongly Disagree
  - B. Strongly agree
  - C. Neutral
  - D. Agree
  - E. Disagree
  
- 3) Do you think the function of a virtual project manager differs from that of a normal project manager?
  - A. Strongly Disagree
  - B. Strongly agree
  - C. Neutral
  - D. Agree
  - E. Disagree
  
- 4) Do you implement different project management methods for managing virtual team in IT project?
  - A. Yes
  - B. No
  - C. Not yet implement
  - D. Neutral

- 5) Do you agree that a better IT understanding is necessary for managing virtual team?
- A. Strongly Disagree
  - B. Strongly agree
  - C. Neutral
  - D. Agree
  - E. Disagree
- 6) According to your experience, does a computer skill of the employees influence the work efficiency in virtual team?
- A. Strongly Disagree
  - B. Strongly agree
  - C. Neutral
  - D. Agree
  - E. Disagree
- 7) Do you think a dealing with the employee's motivation help to better organization performance in the virtual team project?
- A. Strongly Disagree
  - B. Strongly agree
  - C. Neutral
  - D. Agree
  - E. Disagree
- 8) Do you implement any leadership approach suitable for managing cultural diversity in virtual team?
- A. Yes
  - B. No
  - C. Not yet implement
  - D. Neutral

9) What is your opinion on the significance of software and tools that use to communicate with the team?

- A. Very high
- B. High
- C. Moderate
- D. Low
- E. Very low

10) Do you agree technological perspective for virtual collaboration impacting team's performance?

- A. Strongly Disagree
- B. Strongly agree
- C. Neutral
- D. Agree
- E. Disagree

11) What are the obstacles that a virtual team must overcome in order to complete an effective virtual project?

- A. Expertise
- B. Language
- C. Planning (Roles responsibility and management)
- D. System of work

12) Many virtual team members are not satisfied with virtual collaboration tool. What is your opinion about the situation? You can rank from 1 to 5 impact scale.

- A. 1: High impact
- B. 2: Moderate impact
- C. 3: Neutral
- D. 4: low impacted

13) Which of the following three most detrimental qualities of virtual projects?

- A. Reduce team collaboration
- B. Lack of trust
- C. Security risks
- D. Poor workforce management

14) Do you agree utilizing virtual team management technique help to better performance of employee?

- A. Strongly Disagree
- B. Strongly agree
- C. Neutral
- D. Agree
- E. Disagree

15) Do you proposed future strategy for managing the project in virtual team?

- A. Yes
- B. No
- C. Not yet implement
- D. Neutral

16) Have you implement communicating platform for virtual team management?

- A. Yes
- B. No
- C. Not yet implement
- D. Neutral

## Responses

Timestamp	Username	Do you agree behavior of employee and communication with manager impact virtual team management?
2022/03/19 10:12:44 AM GMT+2	meetparikh.ind@gmail.com	Strongly Agree
2022/03/19 10:13:37 AM GMT+2	vyas.het19@gmail.com	Strongly Agree
2022/03/19 10:17:31 AM GMT+2	jigneshkdhanani@gmail.com	Agree
2022/03/19 10:18:52 AM GMT+2	chiragchalke09@gmail.com	Strongly Agree
2022/03/19 10:19:38 AM GMT+2	prashasti.bhargav@gmail.com	Strongly Agree
2022/03/19 10:29:17 AM GMT+2	hardikahir5201@gmail.com	Strongly Agree
2022/03/19 12:01:24 PM GMT+2	nirumaru85@gmail.com	Strongly Agree
2022/03/19 2:19:44 PM GMT+2	anubraham@gmail.com	Agree
2022/03/20 1:38:24 PM GMT+2	tanviraval98.tr@gmail.com	Strongly Agree
2022/03/20 1:44:38 PM GMT+2	dhruvalpatel556@gmail.com	Neutral
2022/03/20 1:46:27 PM GMT+2	hitmorad94@gmail.com	Strongly Agree
2022/03/20 2:04:16 PM GMT+2	hardikpatel16628@gmail.com	Strongly Agree
2022/03/20 2:13:28 PM GMT+2	Anamrizvi1902@gmail.com	Strongly Agree
2022/03/20 2:13:46 PM GMT+2	ujjwalarora1991@gmail.com	Agree
2022/03/20 2:16:42 PM GMT+2	snaman007@gmail.com	Strongly Agree
2022/03/20 2:20:01 PM GMT+2	abhijitnawale.an@gmail.com	Strongly Agree
2022/03/20 2:21:24 PM GMT+2	jigarthakkar9315@gmail.com	Agree
2022/03/20 2:23:54 PM GMT+2	nihit.rai01@gmail.com	Agree
2022/03/20 2:25:06 PM GMT+2	ruddra.thakr@gmail.com	Strongly Agree
2022/03/20 2:30:33 PM GMT+2	yashmodi007@gmail.com	Strongly Agree
2022/03/20 2:30:37 PM GMT+2	prashantgupta.981@gmail.com	Agree
2022/03/20 2:37:02 PM GMT+2	pm15shashankp@iimidr.ac.in	Agree
2022/03/20 2:38:18 PM GMT+2	kartiksoni681@gmail.com	Strongly Agree
2022/03/20 2:40:26 PM GMT+2	pyash1807@gmail.com	Strongly Agree
2022/03/20 2:42:40 PM GMT+2	anisha2593@gmail.com	Strongly Agree
2022/03/20 2:46:13 PM GMT+2	tkar2k@gmail.com	Strongly Agree
2022/03/20 3:09:21 PM GMT+2	aishwarya9110@gmail.com	Strongly Agree
2022/03/20 3:10:22 PM GMT+2	itsme.arnabm@gmail.com	Strongly Agree
2022/03/20 3:17:02 PM GMT+2	axaydarji94@gmail.com	Strongly Agree
2022/03/20 3:23:21 PM GMT+2	vaibhav.mahagaonkar@gmail.c	Agree
2022/03/20 3:31:11 PM GMT+2	kaushal6998@gmail.com	Strongly Agree
2022/03/20 3:40:48 PM GMT+2	6ydude.aditya@gmail.com	Agree
2022/03/20 4:42:44 PM GMT+2	itishreeshah@gmail.com	Agree
2022/03/20 7:26:59 PM GMT+2	harshnakumari1695@gmail.com	Strongly Agree
2022/03/20 7:45:58 PM GMT+2	nikisharma295@gmail.com	Strongly Agree
2022/03/20 8:00:50 PM GMT+2	urvishkavde665@gmail.com	Strongly Agree
2022/03/20 9:31:10 PM GMT+2	radhiksoni21@gmail.com	Strongly Agree
2022/03/21 12:42:51 AM GMT+2	baranwal.sahaj14@gmail.com	Strongly Agree
2022/03/22 9:48:04 PM GMT+2	muskaanbaksh12@gmail.com	Strongly Agree

Do you agree virtual project management is different from conventional project management?	Do you think the function of a virtual project manager differs from that of a normal project manager?
Agree	Agree
Neutral	Disagree
Neutral	Agree
Neutral	Strongly Agree
Agree	Agree
Agree	Strongly Agree
Agree	Agree
Agree	Neutral
Agree	Agree
Agree	Agree
Agree	Agree
Neutral	Strongly Agree
Agree	Agree
Neutral	Agree
Strongly Agree	Neutral
Strongly Agree	Strongly Agree
Agree	Disagree
Disagree	Disagree
Agree	Neutral
Strongly Agree	Strongly Agree
Agree	Agree
Agree	Agree
Strongly Agree	Neutral
Strongly Agree	Strongly Agree
Agree	Agree
Strongly Agree	Agree
Neutral	Disagree
Strongly Agree	Agree
Strongly Agree	Strongly Agree
Agree	Agree
Strongly Agree	Strongly Agree
Strongly Agree	Agree
Agree	Strongly Agree
Agree	Disagree
Agree	Agree
Agree	Neutral
Agree	Disagree
Agree	Agree
Agree	Neutral

Do you implement different project management methods for managing virtual team in IT project?	Do you agree that basic IT understanding is necessary for managing virtual team?
Yes	Strongly Agree
Yes	Agree
Yes	Strongly Agree
No	Neutral
Yes	Agree
Yes	Agree
Yes	Agree
Yes	Strongly Agree
Yes	Agree
Yes	Strongly Agree
Yes	Strongly Agree
Yes	Agree
Yes	Neutral
Yes	Agree
Yes	Neutral
Not Yet	Strongly Agree
Yes	Strongly Agree
No	Agree
Yes	Agree
Not Yet	Agree
Not Yet	Neutral
Yes	Strongly Agree
Yes	Strongly Agree
Yes	Strongly Agree
Yes	Strongly Agree
Yes	Strongly Agree
Not Yet	Strongly Agree
Yes	Strongly Agree
Not Yet	Strongly Agree
Not Yet	Strongly Agree
Yes	Strongly Agree
Yes	Strongly Agree
Yes	Strongly Agree
Yes	Strongly Agree
Not Yet	Strongly Agree
Not Yet	Strongly Agree
Not Yet	Strongly Agree
Yes	Strongly Agree
Not Yet	Strongly Agree



According to your experience, does computer literacy of the employees influence the work efficiency in virtual team?	Do you think dealing with the employees motivation help to better organization performance in the virtual team project?
Neutral	Strongly Agree
Strongly Agree	Strongly Agree
Strongly Agree	Agree
Strongly Agree	Disagree
Strongly Agree	Agree
Agree	Strongly Agree
Strongly Agree	Strongly Agree
Strongly Agree	Strongly Agree
Strongly Agree	Strongly Agree
Strongly Agree	Disagree
Strongly Agree	Strongly Agree
Agree	Strongly Agree
Agree	Agree
Agree	Agree
Agree	Strongly Agree
Strongly Agree	Strongly Agree
Agree	Strongly Agree
Strongly Agree	Strongly Agree
Strongly Agree	Strongly Agree
Strongly Agree	Strongly Agree
Strongly Agree	Strongly Agree
Agree	Agree
Agree	Agree
Agree	Strongly Agree
Strongly Agree	Strongly Agree
Strongly Agree	Strongly Agree
Strongly Agree	Strongly Agree
Agree	Agree
Strongly Agree	Strongly Agree
Strongly Agree	Agree
Agree	Agree
Agree	Agree
Agree	Agree
Agree	Agree
Strongly Agree	Agree
Agree	Strongly Agree
Strongly Agree	Strongly Agree
Strongly Agree	Agree
Strongly Agree	Strongly Agree
Agree	Strongly Agree

Do you implement any leadership approach suitable for managing cultural diversity in virtual team?	What is your opinion on the significance of software and tools that are used to communicate within the team?
Yes	High
Not Yet Implement	High
Not Yet Implement	Very High
No	Low
Yes	Very High
No	Moderate
Yes	High
Yes	High
Yes	Very High
Yes	Moderate
Yes	High
Yes	High
Yes	High
No	High
Yes	Very High
Yes	Very High
Not Yet Implement	Moderate
Not Yet Implement	Very High
Yes	Moderate
Not Yet Implement	High
Yes	High
Yes	Very High
Yes	Very Low
Yes	Very High
Yes	Very High
Yes	Moderate
Not Yet Implement	High
Yes	High
Not Yet Implement	High
Not Yet Implement	High
Yes	High
Yes	Low
Yes	Very High
Yes	Moderate
Not Yet Implement	Moderate
Yes	Very High
Not Yet Implement	Moderate
No	Moderate
Yes	Moderate

Do you agree technological perspective for virtual collaboration impacts team's performance?	What are the obstacles that a virtual team must overcome in order to complete an effective virtual project?
Strongly Disagree	Planning (Roles, Responsibility and Management)
Agree	Planning (Roles, Responsibility and Management)
Agree	Planning (Roles, Responsibility and Management)
Strongly Disagree	Expertise
Agree	Planning (Roles, Responsibility and Management)
Disagree	Planning (Roles, Responsibility and Management)
Agree	Planning (Roles, Responsibility and Management)
Agree	Expertise
Neutral	Expertise
Strongly Disagree	Language
Neutral	Planning (Roles, Responsibility and Management)
Disagree	Planning (Roles, Responsibility and Management)
Agree	Planning (Roles, Responsibility and Management)
Agree	Language
Strongly Agree	Language
Strongly Disagree	Planning (Roles, Responsibility and Management)
Disagree	System of work
Agree	Planning (Roles, Responsibility and Management)
Strongly Agree	Planning (Roles, Responsibility and Management)
Agree	Planning (Roles, Responsibility and Management)
Agree	Planning (Roles, Responsibility and Management)
Agree	Planning (Roles, Responsibility and Management)
Strongly Disagree	Expertise
Agree	Planning (Roles, Responsibility and Management)
Agree	Planning (Roles, Responsibility and Management)
Strongly Disagree	Planning (Roles, Responsibility and Management)
Agree	Planning (Roles, Responsibility and Management)
Agree	Planning (Roles, Responsibility and Management)
Strongly Disagree	Planning (Roles, Responsibility and Management)
Neutral	System of work
Agree	Planning (Roles, Responsibility and Management)
Disagree	Planning (Roles, Responsibility and Management)
Agree	System of work
Neutral	Planning (Roles, Responsibility and Management)
Strongly Agree	Planning (Roles, Responsibility and Management)
Agree	System of work
Agree	System of work
Agree	Planning (Roles, Responsibility and Management)
Neutral	Planning (Roles, Responsibility and Management)

<p>Many virtual team members are not satisfied with virtual collaboration tool. What is your opinion about the situation? You can rank from 1 to 5 impact scale.</p>	<p>Which of the following three are most detrimental qualities of virtual projects?</p>
2	Lack of trust;Security risks;Poor workfor
3	Reduces team collaboration;Security risk
4	Reduces team collaboration;Security risk
5	Lack of trust
4	Reduces team collaboration;Security risk
2	Lack of trust;Security risks
3	Reduces team collaboration;Poor workfo
3	Reduces team collaboration;Lack of trust
5	Reduces team collaboration
5	Reduces team collaboration
4	Reduces team collaboration;Security risk
4	Reduces team collaboration
5	Reduces team collaboration;Lack of trust
5	Reduces team collaboration;Lack of trust
2	Reduces team collaboration;Lack of trust
3	Reduces team collaboration;Security risk
4	Reduces team collaboration;Lack of trust
4	Security risks;Poor workforce managem
3	Poor workforce management
3	Reduces team collaboration;Lack of trust
3	Reduces team collaboration;Poor workfo
4	Security risks;Poor workforce managem
3	Reduces team collaboration
5	Reduces team collaboration;Security risk
4	Reduces team collaboration;Lack of trust
3	Reduces team collaboration;Lack of trust
3	Reduces team collaboration;Security risk
4	Reduces team collaboration;Poor workfo
4	Reduces team collaboration;Poor workfo
3	Reduces team collaboration;Lack of trust
3	Poor workforce management
3	Security risks;Poor workforce managem
3	Reduces team collaboration;Lack of trust
4	Reduces team collaboration;Poor workfo
3	Reduces team collaboration;Lack of trust
3	Reduces team collaboration;Lack of trust
4	Reduces team collaboration;Security risk
3	Reduces team collaboration;Security risk
2	Lack of trust;Security risks;Poor workfor

Do you agree utilizing virtual team management technique help to better performance of the employees?	Have you proposed any future strategy for managing the project in virtual team?
Neutral	Yes
Neutral	Not Yet Implement
Neutral	Not Yet Implement
Agree	No
Agree	Not Yet Implement
Agree	Yes
Agree	Yes
Agree	Yes
Neutral	Yes
Neutral	Yes
Agree	Not Yet Implement
Agree	No
Agree	Yes
Agree	Yes
Strongly Agree	No
Neutral	Yes
Agree	Yes
Strongly Agree	No
Neutral	Yes
Agree	Not Yet Implement
Agree	Yes
Neutral	No
Neutral	Yes
Strongly Agree	Yes
Agree	Yes
Neutral	No
Agree	No
Agree	Yes
Neutral	Neutral
Agree	Yes
Agree	No
Neutral	Not Yet Implement
Agree	Yes
Neutral	Yes
Agree	No
Neutral	No
Neutral	Not Yet Implement
Neutral	Neutral
Strongly Agree	Neutral

Have you implemented communication platform for virtual team management?
Yes
Yes
Not yet
No
Yes
Yes
Yes
Yes
Yes
Yes
Yes
Yes
Yes
Yes
No
No
Yes
Yes
Yes
Yes
Not yet
Yes
Yes
Yes
Yes
Yes
Yes
Yes
No
Yes
Not yet
Yes
Yes
Yes
Yes
Yes
Yes
Yes
Not yet
Not yet
No
Not yet