

# **The Generational Impact in Virtual Teams**

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Thesis submitted to the faculty of  
the Virginia Polytechnic Institute and State University  
in partial fulfillment of the requirements for the degree of

MASTER OF SCIENCE

in

Civil Engineering

John E. Taylor, Chair

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Keywords: Virtual Teams, Generations, Culture, Time Zones, Information and Communication Technologies

**MEMORANDUM**

**DATE:** March 7, 2016

**TO:** John E Taylor, Amy Javernick-Will, Neda Mohammadi, Samuel Joseph Ferrara, Max Andrew O'Krepki

**FROM:** Virginia Tech Institutional Review Board (FWA00000572, expires January 29, 2021)

**PROTOCOL TITLE:** CII RT326: Maximizing the Performance of Virtual Teams in the Engineering and Construction Industry

**IRB NUMBER:** 14-1022

Effective March 7, 2016, the Virginia Tech Institutional Review Board (IRB) Chair, David M Moore, approved the Continuing Review request for the above-mentioned research protocol.

This approval provides permission to begin the human subject activities outlined in the IRB-approved protocol and supporting documents.

Plans to deviate from the approved protocol and/or supporting documents must be submitted to the IRB as an amendment request and approved by the IRB prior to the implementation of any changes, regardless of how minor, except where necessary to eliminate apparent immediate hazards to the subjects. Report within 5 business days to the IRB any injuries or other unanticipated or adverse events involving risks or harms to human research subjects or others.

All investigators (listed above) are required to comply with the researcher requirements outlined at:

<http://www.irb.vt.edu/pages/responsibilities.htm>

(Please review responsibilities before the commencement of your research.)

**PROTOCOL INFORMATION:**

Approved As: **Expedited, under 45 CFR 46.110 category(ies) 5,6,7**  
Protocol Approval Date: **April 1, 2016**  
Protocol Expiration Date: **March 31, 2017**  
Continuing Review Due Date\*: **March 17, 2017**

\*Date a Continuing Review application is due to the IRB office if human subject activities covered under this protocol, including data analysis, are to continue beyond the Protocol Expiration Date.

**FEDERALLY FUNDED RESEARCH REQUIREMENTS:**

Per federal regulations, 45 CFR 46.103(f), the IRB is required to compare all federally funded grant proposals/work statements to the IRB protocol(s) which cover the human research activities included in the proposal / work statement before funds are released. Note that this requirement does not apply to Exempt and Interim IRB protocols, or grants for which VT is not the primary awardee.

The table on the following page indicates whether grant proposals are related to this IRB protocol, and which of the listed proposals, if any, have been compared to this IRB protocol, if required.

Date*	OSP Number	Sponsor	Grant Comparison Conducted?
10/09/2014	15040108	Construction Industry Institute	Not required (Not federally funded)

\* Date this proposal number was compared, assessed as not requiring comparison, or comparison information was revised.

If this IRB protocol is to cover any other grant proposals, please contact the IRB office (irbadmin@vt.edu) immediately.