

**Nanyang Technological University  
Nanyang Business School**

**BU9601 Leading Virtual Teams**

**A) Course Aims/Description**

Virtual teams have been increasingly common in organizations during the past two decades as a result of globalization and advancement in technology. The pandemic in 2020 has made working virtually an essential part of one's work life. Some world-leading companies such as Facebook has started planning for employees to work from home permanently ("within a decade as many as half of the company's more than 48,000 employees would work from home" according to Mark Zuckerberg, May 21, 2020, The New York Times). As Covid-19 has changed our lives and the way people work, it is important and timely to understand how virtual teams work. Virtual teams will not only determine the fate of organizations, but also affect the personal, social, and professional lives of individuals. The importance and complexity of virtual teams have attracted researchers worldwide to conduct hundreds of scientific studies over the years. As can be foreseen, more attention will be paid to virtual teams in the years to come in a post-pandemic world. This course provides an in-depth presentation and discussion of theories regarding virtual teams, frontier research findings on virtual teams, how they apply to our real-life situations, and opportunities to practice and develop the skills to take part in and eventually to lead virtual teams in our future professional lives.

**B) Intended Learning Outcomes (ILO)/Objectives**

1. Describe and explain key concepts, facts, principles, and theories of virtual teams.
2. Apply virtual team concepts and theories to address issues arising from leading and working in virtual teams.
3. Identify problem, generate a plan to solve problem, implement and evaluate the plan and make sound business decision by applying knowledge in unfamiliar circumstances.
4. Effectively communicate in person and virtually through written and verbal means.
5. Create a healthy team environment by combining talents and resources for collaboration and information sharing.
6. Develop reflective thinking through identifying personal values, strengths, characteristics, and developmental needs as a first step in personal and professional development in virtual teams.
7. Work in culturally diverse teams and in an ethical manner.

**C) Course Content**

1. What are virtual teams? How are they different from traditional teams?
2. Why virtual teams? The importance of developing a virtual team
3. Effective communication in virtual teams
4. Decision making in virtual teams
5. Cognitions and emotions in virtual teams
6. Virtual team simulation Introduction
7. Virtual team simulation and debrief
8. Conflict in virtual teams
9. Effective leadership in virtual teams
10. Gender, diversity issues and staffing virtual teams
11. Conducting high-impact virtual team meetings

**D) Assessment (includes both continuous and summative assessment)**

Component	Weightage	Team/ Individual
1. Learning Diary	10%	Individual
2. Self Assessment	5%	Individual
3. Test 1	15%	Individual
4. Test 2	15%	Individual
5. Team project	40%	Team: 30%; Individual: 10%
6. Class Participation	15%	Individual
Total	100%	

**E) Planned Weekly Schedule**

Date	Topic
Week 1	Welcome! Course introduction. Introduction to virtual teams
Week 2	What are virtual teams? How are they different from traditional teams?
Week 3	Why virtual teams? The importance of developing a virtual team
Week 4	Effective communication in virtual teams
Week 5	Decision Making in virtual teams
Week 6	Cognitions and emotions in virtual teams
Week 7	<b>Test #1 (in-class)</b> Virtual Team Simulation Introduction
Week 8	Virtual Team Simulation Debrief of Virtual Team Simulation
Week 9	Conflict in virtual teams
Week 10	Effective leadership in virtual teams
Week 11	Gender, diversity issues and staffing virtual teams
Week 12	Conducting high-impact virtual team meetings <b>Test #2 (in-class)</b>
Week 13	Team Project Presentation

