**Syllabus**

**Course Overview**

In this course, you will have the opportunity to gain a better understanding of both the theory and practice of working with others as a team in a virtual environment.

You will experience a virtual team collaborative endeavor firsthand in Case Study 2, and explore in depth an example of virtual team collaboration in Case Study 1.

Weekly learning activities will focus on current literature and research, as well as technologies and tools designed to support virtual collaboration.

Specifically, BUS4011 will introduce you to:

1. The types of collaborative practices and virtual team structures that are emerging in response to the new business realities.
2. The challenges and opportunities of working collaboratively across geography, time, and organizations including the social, psychological, and cultural dimensions.
3. The information and communication technologies which facilitate virtual teaming.
4. Practices and behaviors which contribute to effective collaboration in virtual environments.

Upon completion of the course, you will have an understanding of the emergence of virtual team collaboration as an organizational imperative in the 21st century and an appreciation of the practical issues involved in leading and participating in a variety of virtual teams. Throughout the course, emphasis will be on learning by doing; you will be able to integrate theory and practice in both your Case Study 1 and Case Study 2 projects.

## Adobe Connect Activities

This course requires learners to conduct a presentation and participate in optional live online meetings using Adobe Connect. If you require the use of assistive technology or alternative communication methods to participate in these activities, please contact DisabilityServices@Capella.edu to request accommodations.

**Course Competencies**                                                                                                    **(Read Only)**

To successfully complete this course, you will be expected to:

1    Evaluate organizational practices.

2    Apply the principles and practices of effective virtual team collaboration.

3    Assess types of information and communication technologies.

4    Participate in a virtual team.

**Course Prerequisites**

Prerequisite(s): BUS3010 or (BUS3011 or
BUS-FP3011; BUS3012 or BUS-FP3012).

**Required**

The materials listed below are required to complete the learning activities in this course.

### Integrated Materials

Many of your required books are available via the VitalSource Bookshelf link in the courseroom, located in your Course Tools. Registered learners in a Resource Kit program can access these materials using the courseroom link on the Friday before the course start date. Some materials are available only in hard-copy format or by using an access code. For these materials, you will receive an email with further instructions for access. Visit the Course Materials page on Campus for more information.

Book

Capella University. (2019). *Virtual team collaboration* [Custom text]. Hoboken, NJ: Wiley.

### Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use Journal and Book Locator. Refer to the Journal and Book Locator library guide to learn how to use this tool.

- Blair, R. (2015). Challenges faced and practical techniques for managing a dispersed team. *Legal Information Management, 15*(4), 248–252.
- Breuer, C., Hüffmeier, J., & Hertel, G. (2016). Does trust matter more in virtual teams? A meta-analysis of trust and team effectiveness considering virtuality and documentation as moderators. *Journal of Applied Psychology, 101*(8), 1151–1177.
- Chang, H. H., Hung, C.-J., & Hsieh, H.-W. (2014). Virtual teams: Cultural adaptation, communication quality, and interpersonal trust. *Total Quality Management and Business Excellence, 25*(11/12), 1318–1335.
- Cummings, J., & Dennis, A. R. (2018). Virtual first impressions matter: The effect of enterprise social networking sites on impression formation in virtual teams. *MIS Quarterly, 42*(3), 697–717.
- Derven, M. (2016). Four drivers to enhance global virtual teams. *Industrial and Commercial Training, 48*(1), 1–8.
- Ferrell, J., & Kline, K. (2018). Facilitating trust and communication in virtual teams. *People and Strategy*, *41*(2), 30–35.
- Forbes, D. (2017). Professional online presence and learning networks: Educating for ethical use of social media. *International Review of Research in Open and Distance Learning, 18*(7), 175–190.
- Gitlow, H., & McNary, L. (2006). Creating win-win solutions for team conflicts. *The Journal for Quality and Participation, 29*(3), 20–26.
- Jarvenpaa, S. L., & Leidner, D. E. (1999). Communication and trust in global virtual teams. *Organization Science, 10*(6), 791–815.
- Kimble, C. (2014). Building effective virtual teams: How to overcome the problems of trust and identity in virtual teams. *Global Business and Organizational Excellence*, *30*(2), 6–15.
- Krumm, S., Kanthak, J., Hartmann, K., & Hertel, G. (2016). What does it take to be a virtual team player? The knowledge, skills, abilities, and other characteristics required in virtual teams. *Human Performance*, *29*(2), 123–142.
- Purvanova, R. K. (2014). Face-to-face versus virtual teams: What have we really learned? *The Psychologist-Manager Journal, 17*(1), 2–29.
- The importance of a professional online presence in the digital world. (2016, April 25). *University Wire*.
- Veazie, J. I. (2017). Strategy for effective conference calls – no snoring, please. *Receivables Report for America's Health Care Financial Managers*, *32*(10), 6–9.
- Watenpaugh, N. (2018, April). How a team charter paves the way to collaboration success. *HMC Sales, Marketing and Alliances Excellence Essentials*.

**External Resource**

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- The Couch Manager. (2017, November). The ultimate list of virtual team technology tools. Retrieved from https://www.thecouchmanager.com/the-ultimate-list-of-virtual-team-technology-tools/

**Suggested**

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

**Optional**

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

# Projects

**Project >> Case Study 1**

**Project Overview**

Case Study 1 provides you with an opportunity to critically examine the organizational factors and individual practices that contribute to successful virtual team collaboration in a business case study of your choosing. You will choose an example of virtual team collaboration from your real-world organizational experience so that you can directly apply the knowledge and insights gained through this assignment to your professional work.

To successfully complete this assignment, you will be expected to:

- Describe relevant details of the virtual team collaboration example in terms of purpose, people, process, and communication technologies.
- Identify the complexity of social, cultural, and technical issues involved in virtual team collaboration example.
- Analyze the critical success factors that influenced the virtual team collaboration example.
- Identify strategies for improving the performance and outcome of this team collaboration.

**Project Components**

| Activity | Grade Weight (%) |
|---|---|
| u02a1 - Case Study 1 Proposal | 5 |
| u05a1 - Case Study 1 After Action Review | 25 |

**Project >> Case Study 2**

**Project Overview**

Every virtual team experience presents an opportunity for learning at both the personal and organizational level. In the final unit of the course we will reflect on and share some of the key concepts that have emerged from our knowledge-building and practical efforts at virtual team collaboration in Case Study 2. Please read the instructions for assignment u10a1 for a detailed explanation of what is expected for this project.

Case Study 2 is designed as an experiential learning exercise. You are encouraged to keep a personal journal reflecting on your experiences of virtual team collaboration as you work through the Case Study 2 deliverables. While the personal journal will not be submitted to the instructor for evaluation, the data collected in the journal will be used when you complete the personal reflection portion of the Case Study 2 in the Unit 10 reflective assessment.

By Unit 2, your instructor will have assigned learners to Case Study 2 teams. Team members will have the opportunity to get to know each other prior to starting the Case Study 2 through their discussion posts. Teams will also have the opportunity to test various collaborative technologies prior to beginning their Case Study 2 work, though work as a cohesive team will not begin until Unit 6.

**Note:** As part of the expectations for this course, you are expected to participate in the synchronous Case Study 2 orientation meeting in Unit 6, and subsequent planning sessions and the Case Study 2 presentation conference call in Unit 10. You will be asked to coordinate a time that all team members are available for real-time audio meetings. You should plan on scheduling meetings as your team needs to get your project ready for Unit 10. In the Unit 10 conference call, the team will present the deliverables they have researched and developed.

To successfully complete this assignment, you will be expected to:

- Collaborate as a virtual team member to deliver a presentation designed to address the assigned deliverables on the scheduled conference call.
- Develop specific, relevant, actionable recommendations for the assigned deliverables to the Case Study 2 presentation.
- Collaborate as a virtual team member reliably throughout the team experience and make contributions that are substantive, timely, and relevant.
- Engage with team members respectfully.

**Project Components**

| Activity | Grade Weight (%) |
|---|---|
| u06a1 - Case Study 2 Orientation Meeting Report | 5 |
| u07a1 - Case Study 2 Planning for Action Checklist | 5 |
| u10a1 - Case Study 2 Presentation to a Client | 25 |
| u10a2 - Case Study 2 Reflective Assessment | 10 |

**Unit 1 >> Establishing Social Presence in a Virtual Environment**

**Introduction**

In this unit you gain experience in recognizing the importance of establishing a purposeful social presence in a virtual environment. Through resources and your posts and replies in this unit you will explore the importance of this impression—sometimes referred to as social capital or social presence—in working effectively to lead and participate in virtual team collaborations.

**Learning Activities**

**u01s1 - Studies**

# Readings

Use the Capella library to read:

- Purvanova, R. K. (2014). Face-to-face versus virtual teams: What have we really learned? *The Psychologist-Manager Journal, 17*(1), 2–29.

In *Virtual Team Collaboration*, read:

- Chapter 1, "Working in a Virtual World."

u01s1 - Learning Components

- Identify key success factors for virtual team collaboration from the course text.

**u01s2 - Assignment Preparation**

Your first assignment, Case Study 1 Proposal, is due in Unit 2. The information and activities in Units 1 and 2 will help you complete your assignment.

Do the following this week:

- Read the assignment instructions and scoring guide in Unit 2.
- Start gathering relevant sources and begin working on your assignments as time permits.

u01s2 - Learning Components

- Analyze previous virtual team experiences.
- Identify ineffective practices from virtual team collaboration.

**u01s3 - Using Adobe Connect**

# Using Adobe Connect

In this course, you will use Adobe Connect to attend an optional meeting, collaborate with your group throughout the course, and present a group presentation in Unit 10.

In preparation for using Adobe Connect to attend meetings and present live presentations in this course, complete the following:

- If you have not already done so, set up and test your hardware, using the installation instructions provided by the manufacturer.
- Create or access your meeting room at any time from the **My Meetings** link in the courseroom.
- Instructions and tutorials are available from the Using Adobe Connect support page.

**Note:** If you require the use of assistive technology or alternative communication methods to participate in this activity, please contact DisabilityServices@Capella.edu to request accommodations.

**u01d1 - Establishing Social Presence in a Virtual Environment: Your Professional Profile and Experience**

# Discussion Instructions

Post a description of your professional and organizational experiences. What experiences in your background were most formative for you or had the greatest impact on your development? Highlight those experiences that were most valuable in terms of providing learning experiences in working in teams—either traditional teams or virtual teams.

Discussions like this one are an important and occasionally overlooked opportunity. Your post and replies create an impression in the minds of your fellow learners. In this course on virtual team collaboration we will explore the importance of this impression—sometimes referred to as social capital or social presence—but all of us have an inherent understanding of the importance of first impressions.

As you read the posts of fellow learners you may find that you form impressions about these fellow learners. Your reactions may be: this is someone I would like to learn more about; this is someone who has had life experiences that are either so similar to mine, or so dissimilar to mine that I look forward to interacting with this person. You may read a post and feel that you have a sense of who this person is, how committed to their goals they are, how serious their purpose is.

These are the types of effective first impressions that can be so important in forming effective working virtual relationships. Those who fail to create a purposefully effective impression may have missed an opportunity that will be difficult to reclaim.

As you make your post in this discussion, decide what impression you would like to leave with your fellow learners. (No one should feel pressure to share more than he or she is comfortable with, of course.) Ask yourself: What would be important for others to know about who you are personally in order for you to leave the impression that you want to?

What would you like your colleagues to know about your professional experience? (Note that this post does not have to include experience with virtual teams—it is a story of your experience that helps to establish a connection to your fellow learners in terms of your organizational experience.)

## Discussion Guidelines

Actively participate in discussions. To do this you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

### Course Resources

Undergraduate Discussion Participation Scoring Guide

u01d1 - Learning Components

- Identify characteristics of organizational culture in regard to virtual collaboration.

**u01d2 - Social Presence Recommendations**

## Discussion Instructions

The management of your organization is aware that you are a learner in a college class on virtual team collaboration. As a result, you have been asked by your manager to develop recommendations based on your study and experience on a variety of subjects during the class.

In 300–500 words, write the response to the following questions:

- What recommendations do you have for members of our organization in terms of establishing a purposeful and effective social presence?
- What would you consider to be the top three to five do's and don'ts of posting to social media?

## Discussion Guidelines

Actively participate in discussions. To do this you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

### Course Resources

Undergraduate Discussion Participation Scoring Guide

- Identify characteristics of organizational culture in regard to virtual collaboration.
- Analyze communication and collaboration technology for virtual teams.

**Unit 2 ≫ Audio Conferencing Technology**

**Introduction**

In this unit you will research the effective use one of the most frequently used (and perhaps misused) collaboration tools: audio conferencing. You will have the opportunity to set up and participate in a conference call following accepted guidelines and practices you will research.

You will submit your proposal for Case Study 1. In this proposal you will identify an example of virtual team collaboration that will serve as the focus of your case study.

**Learning Activities**

**u02s1 - Studies**

## Readings

Use the Capella library to read:

- The importance of a professional online presence in the digital world. (2016, April 25). *University Wire.*
- Forbes, D. (2017). Professional online presence and learning networks: Educating for ethical use of social media. *International Review of Research in Open and Distance Learning, 18*(7), 175–190.
- Veazie, J. I. (2017). Strategy for effective conference calls – no snoring, please. *Receivables Report for America's Health Care Financial Managers*, *32*(10), 6–9.

In *Virtual Team Collaboration*, read:

- Chapter 3, "Building a High Performance Virtual Team."

u02s1 - Learning Components

- Analyze communication and collaboration technology for virtual teams.

**u02a1 - Case Study 1 Proposal**

## Introduction

For this assignment, write a 2–3 page proposal about a virtual team that you have been a part of or observed. Propose an example of virtual team collaboration, either from a prior work experience or from your current work environment that you will analyze and then provide a report for the manager in the next assignment of the course. Your choice of an example of virtual team collaboration should represent a situation where members were required to work interdependently—relying on all members of the team—using virtual communications technologies. Your instructor will review your proposal to approve your topic choice. If your choice of topic needs revision, your instructor will make suggestions and give guidance to select an appropriate topic.

## Scenario

Think of this assignment as a proposal for an after action review. You have participated on a virtual team and now your manager wants to talk about the effectiveness of the team experience before they plan the work assignments for the department for the next year. You will do an analysis of the team process including the stages that the team went through and the leadership of the team. You will analyze the lessons learned from the outcome and apply your new knowledge from this course that could improve your performance when participating in virtual teams in the future.

The purpose of the assignment is to select an appropriate team experience to describe and analyze and draft a proposal. You can learn from your experiences, whether they were successful or not. The goal is to analyze and examine a virtual team experience to see what can be learned from it. You will want to choose an example that will allow you to fulfill these requirements.

Select an example in which you were a member of a team in your current job, or in a job in your recent past (but not an example of being a member of a sports team) that will allow you to meet the requirements of the After Action Report.

Here are some examples that are likely to produce an effective after action report:

- You were part of a group of at least three people that introduced a new process, system, product, or service to your organization.
- You developed a training program in cooperation and in concert with several other members of your organization.
- You were part of a task force that reorganized a process or a system.
- You were a member of a cross-functional group that conducted a study commissioned by your management and reported on your findings.

Characteristics of your teamwork example will be:

- Your team met several times over the course of between a few weeks and a few months.
- You accomplished a specific goal—a defined output—and that goal or output was substantive and significant to the team.
- You could not meet with each other except virtually because you were in different states or countries.
- Your team worked through the stages of team development that include: forming, storming, norming, and performing.

Here are some ideas that will not work:

- A weekly, monthly, or quarterly conference call that you attend.
- A webinar or remote training class that you attended or conducted.
- E-mails or IMs that you wrote or received.
- Video conference calls that you were part of.
- Your use of social networking sites.
- Collaborations that included only one other person.
- You may want to avoid collaborations that are in progress since it may be more difficult to analyze current projects.

## Your Role

You have been a member of a virtual team. In this first step of the assignment, you will prepare an overview proposal of the team that you are going to analyze and some basic information about the virtual collaboration you participated in. Your manager (instructor) will give feedback about your topic choice so that you can do the rest of your analysis in the next assignment.

## Requirements

Describe the experience that will be the focus of your after action report. Include the answers to the following questions:

- When did this team collaboration happen?
- Who were the members of the team?
- What was the purpose of the collaboration?
- Over what period did you meet? About how many meetings were involved in your collaboration?
- What technologies were employed by the team in this collaboration?
- Why did you choose this collaboration to make the focus of your study?
- What were some of the challenges that the team experienced? Just name them here, you will do the analysis in the larger report assignment.

Your instructor will review your proposal to approve your topic choice. If your choice of topic needs revision, your instructor will make suggestions and give guidance to select an appropriate topic.

## Deliverable Format

- Ensure written communication is free of errors that detract from the overall message and quality.
- Follow APA rules for attributing sources that support your analysis and conclusions. As a reminder related to using APA rules to ensure academic honesty:
  - When using a direct quote (using exact or nearly exact wording), you must enclose the quoted wording in quotation marks, immediately followed by an in-text citation. The source must then be listed in your references page.
  - When paraphrasing (using your own words to describe a nonoriginal idea), the paraphrased idea must be immediately followed by an in-text citation and the source must be listed in your references page.
- Your proposal should be 2–3 content pages, in addition to a title page and references page.
- Use 12-point, Times New Roman.

## Evaluation

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies through corresponding scoring guide criteria:

- Competency 2: Apply the principles and practices of effective virtual team collaboration.

- Identify a virtual team or other team experience that provides fertile opportunities to analyze the team processes and effectiveness and warrant approval as the subject of further study.
- Identify ineffective practices from a virtual team experience that could be improved with the application of new knowledge about team principles and standards.

Faculty will use the scoring guide to review your deliverable from the perspective of a manager. Review the scoring guide prior to developing and submitting your assessment.

**u02d1 - Audio Conferencing Technology**

## Discussion Instructions

In this discussion you are invited to participate in an optional full class audio conference. Details of the audio conference will be posted in Updates and Handouts.

The purpose of this optional get acquainted call is to review expectations and timelines and to introduce class members to each other and the instructor. In addition, this will provide learners with the opportunity to experience a multipoint conference call. A PowerPoint deck will be posted in Updates and Handouts with the conference call details for those who are unable to attend this call.

For this discussion you will complete the following:

- Conduct a search of online articles to identify best practice recommendations for leading and participating in audio conferences.
- Identify commercially available fee-free audio conferencing applications.
- Use one of these applications to schedule a conference call and communicate with at least one other learner in the current class, family member, or co-worker.
- Post your experiences including what you have learned from your research about best practices and from setting up and participating in the conference call you held and the best practices you identified.
- Optional: Participate in a full class audio conference.

## Discussion Guidelines

Actively participate in discussions. To do this you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u02d1 - Learning Components

- Identify technical issues and their impact on virtual team collaboration.
- Analyze communication and collaboration technology for virtual teams.

**u02d2 - Conference Call Recommendations**

## Discussion Instructions

The management of your organization is aware that you are a learner in a college class on virtual team collaboration. As a result, you have been asked by your manager to develop recommendations based on your study and experience on a variety of subjects during the class.

In 300–500 words, write the response to the following questions:

- What are your suggestions for a job aid to be sent to every member of your organization that would offer guidance on leading and participating in conference calls?

- What are your top three to five rules for making conference calls more effective?

## Discussion Guidelines

Actively participate in discussions. To do this you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

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Course Resources

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Undergraduate Discussion Participation Scoring Guide

u02d2 - Learning Components

- Analyze previous virtual team experiences.
- Identify characteristics of organizational culture in regard to virtual collaboration.
- Analyze communication and collaboration technology for virtual teams.
- Identify ineffective practices from virtual team collaboration.

**Unit 3 ›› Human Factors in Virtual Team Collaboration**

**Introduction**

In this unit you will research and discuss the human factors that make or break virtual team collaborations.

You will also have the opportunity to assess your current or past organization, or an organization with which you are familiar to evaluate the organization's ability to support virtual team collaboration using the critical success factors found in your custom course text.

**Learning Activities**

**u03s1 - Studies**

## Readings

Use the Capella library to read:

- Krumm, S., Kanthak, J., Hartmann, K., & Hertel, G. (2016). <u>What does it take to be a virtual team player? The knowledge, skills, abilities, and other characteristics required in virtual teams</u>. *Human Performance*, *29*(2), 123–142.

In *Virtual Team Collaboration*, read:

- Chapter 1, "Critical Success Factors for Virtual Teams."

u03s1 - Learning Components

- Apply research and theory about virtual team collaboration to new situations.
- Identify key success factors for virtual team collaboration from the course text.

**u03a1 - Success Factors Analysis**

## Introduction

In this assignment you will write a 7–10 page analysis of how you assess your current organization (or a past organization with which you were associated, or an organization that you have researched) and their readiness to effectively support virtual collaboration, using a checklist.

To prepare for this assessment, research the critical success factors in virtual team collaboration from your text and the suggested resources. Consider your own real-world experiences with these factors in the workplace or other organizations.

**Note:** If you have not participated in a virtual team, base your analysis on what you know of your organization's practices.

## Scenario

Every organization has a different level of adoption of virtual team collaboration—ranging from very committed team players to geographically dispersed solo contributors, to no virtual teams.

In this assessment, your manager has asked you to evaluate the current state of your organization's readiness for effective virtual team collaboration.

## Your Role

You are charged with analyzing your organization's readiness and ability to support with virtual team collaboration.

## Requirements

In their book, *Mastering Virtual Teams* (2011), Duarte and Snyder identify seven critical success factors in virtual team collaboration:

1. Human resource policies.
2. Training and development.
3. Standard organizational processes.
4. Communication and collaboration technology.
5. Organizational culture.
6. Leadership.
7. Competence (p. 10).

Use the seven critical success factors to analyze how the practices of your own organization (or another organization with which you are familiar) influence the success of its virtual teams. Base your analysis on your own experience of being a member of a virtual team within the organization. **Note:** If you have not participated in a virtual team, base your analysis on what you know of your organization's practices.

Explain how organizational practices influenced (or might influence) a virtual team's performance. Address all of the following:

1. **Human resource policies:** Do the organization's career development resources address the needs of virtual team members? Does the organizational reward system recognize the efforts and successes of those who work virtually? Are rewards given only for results, or are they also given for effort? Does the organization actively support work arrangements such as telecommuting?
2. **Training and development:** Is there access to technical training for virtual team members? Is there access to training in the area of working across cultures? Is there a program of ongoing training as needed? Is there a system for sharing what has been learned, such as a database?
3. **Standard organizational processes:** Are there standard technical processes used throughout the organization (in regard to virtual teams)? Are there standard soft processes used throughout the organization? Does the organization support the ability to adapt processes when necessary? Does the organizational culture support shared ways of doing business across teams?
4. **Communication and collaboration technology:** Are there consistent standards for electronic communication and collaboration tools across the organization? Does the organization possess or provide enough resources to purchase and support state-of-the-art electronic communication and collaboration technology? Do all employees (across departments and geographic locations) have equal access to electronic communication and collaboration technology?
5. **Organizational culture:** Is there trust between the organization, its partners, and other external stakeholders? Are teamwork and collaboration standard practices? Are people from different cultures valued?
6. **Leadership:** Do leaders allocate enough resources for the training and technology needed by virtual teams? What level of expectation do leaders set for virtual team performance? Do leaders model exemplary behavior by working across boundaries and using technology effectively?
7. **Competence:** Are team leaders experienced with working in virtual environments? Are team members experienced with working in virtual team environments? Are team leaders experienced in working across both organizational and cultural boundaries? Are team members experienced in working across both organizational and cultural boundaries?

## Deliverable Format

- Ensure written communication is free of errors that detract from the overall message and quality.
- Use at least three scholarly resources.
- Follow APA rules for attributing sources that support your analysis and conclusions. As a reminder related to using APA rules to ensure academic honesty:
    ◦ When using a direct quote (using exact or nearly exact wording), you must enclose the quoted wording in quotation marks, immediately followed by an in-text citation. The source must then be listed in your references page.
    ◦ When paraphrasing (using your own words to describe a nonoriginal idea), the paraphrased idea must be immediately followed by an in-text citation and the source must be listed in your references page.
- Your report should be 7–10 content pages, in addition to a title page and references page.

• Use 12-point, Times New Roman.

## Evaluation

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies through corresponding scoring guide criteria:

- Competency 1: Evaluate organizational practices.
    ◦ Analyze HR policies, including training and development, in regard to virtual team collaboration.
    ◦ Analyze standard organizational practices in regard to virtual team collaboration.
    ◦ Analyze available communication and collaboration technology in regard to virtual team collaboration.
    ◦ Analyze organizational culture in regard to virtual team collaboration.
    ◦ Analyze organizational leadership and competence in regard to virtual team collaboration.
- Competency 4: Participate in a virtual team.
    ◦ Apply real-world examples to support an analysis of organizational practices.

Faculty will use the scoring guide to review your deliverable from the perspective of a manager. Review the scoring guide prior to developing and submitting your assessment.

### Reference

Duarte, D., & Snyder, N. (2011). *Mastering virtual teams: Strategies, tools, and techniques that succeed*. San Francisco, CA: Jossey-Bass.

**u03d1 - The Human Factors in Virtual Team Collaboration**

## Discussion Instructions

Jessica Lipnak and Jeffrey Stamps begin their book, *Virtual Teams: People Working Across Boundaries With Technology* (2000), with interviews with 75 executives who agreed that the success of virtual teams relied "90% on people, 10% on technology" (p. 27).

Despite the importance of the people factors, it might be true that organizations invest more time and resources in providing technology support than in providing guidance on the people factors.

In his book, *The Five Dysfunctions of a Team,* Patrick Lencioni (2002) writes: "Another way to understand the five dysfunctions of teams is to take the opposite approach and imagine how members of truly cohesive teams behave:

1. They trust one another.
2. They engage in unfiltered controversy.
3. They commit to decisions and plans of action.
4. They hold one another accountable for delivering against those plans.
5. They focus on achieving collective results" (p. 188).

In books ranging from Dale Carnegie's *How to Win Friends and Influence People*, to Stephen Covey's book *The 7 Habits of Highly Effective People*, the authors suggest principles for human relations effective behaviors that allow and enable people to work effectively in groups.

For this discussion, you will complete the following:

- Research and develop your recommendations for five to seven guiding principles for the people factors in a team collaboration.
- Explain why you selected these recommendations and what impact they will have on the way the group accomplishes their goals. You are encouraged to integrate the recommendations of the members of your Case Study 2 team as guiding principles at your orientation meeting in Unit 6, and to include how these people factors influenced the outcome of your team learning experience in your reflective assessment in Unit 10.

## Discussion Guidelines

Actively participate in discussions. To do this you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

References

Carnegie, D. (1936). *How to win friends & influence people.* New York, NY: Simon and Schuster.

Covey, S. (1989). *The 7 habits of highly effective people: Restoring the character ethic.* New York, NY: Simon and Schuster.

Lencioni, P. (2002). *The five dysfunctions of a team: A leadership fable.* San Francisco, CA: Jossey-Bass.

Lipnack, J., & Stamps, J. (2000). *Virtual teams: People working across boundaries with technology* (2nd ed.). Hoboken, NJ: Wiley.

u03d1 - Learning Components

- Apply research and theory about virtual team collaboration to new situations.
- Analyze previous virtual team experiences.
- Identify characteristics of organizational culture in regard to virtual collaboration.
- Identify key success factors for virtual team collaboration from the course text.

**u03d2 - Positive Work Environment Recommendations**

## Discussion Instructions

The management of your organization is aware that you are a learner in a college class on virtual team collaboration. As a result, you have been asked by your manager to develop recommendations based on your study and experience on a variety of subjects during the class.

You have been asked to identify people principles or practices that would improve the work environment—the people culture—of your organization. In 300–500 words, write the response to the following questions:

- What are three recommendations you would give in terms of the way people interact that would make the biggest positive difference in your work environment?
- How would the change in the work environment impact virtual team collaboration?

## Discussion Guidelines

Actively participate in discussions. To do this you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

u03d2 - Learning Components

- Apply research and theory about virtual team collaboration to new situations.
- Identify characteristics of organizational culture in regard to virtual collaboration.
- Analyze organizational leadership.
- Identify ineffective practices from virtual team collaboration.

**Unit 4 ➤➤ The Use of Shared Work Platforms in Virtual Team Collaboration**

**Introduction**

In this unit you have an opportunity to experiment with and gain a working knowledge of a collaborative platform technology by researching and using a shared work platform. Shared work platforms are an important tool in virtual team collaboration.

**Learning Activities**

**u04s1 - Studies**

## Readings

Use the Capella library and the Internet to read:

- The Couch Manager. (2017, November). The ultimate list of virtual team technology tools. Retrieved from https://www.thecouchmanager.com/the-ultimate-list-of-virtual-team-technology-tools/
- Cummings, J., & Dennis, A. R. (2018). Virtual first impressions matter: The effect of enterprise social networking sites on impression formation in virtual teams. *MIS Quarterly, 42*(3), 697–717.

In *Virtual Team Collaboration*, read:

- Chapter 8, "Using Technology to Communicate and Collaborate."

u04s1 - *Learning Components*

- Apply research and theory about virtual team collaboration to new situations.
- Identify characteristics of organizational culture in regard to virtual collaboration.
- Identify technical issues and their impact on virtual team collaboration.

**u04s2 - Assignment Preparation**

Your next assignment, Case Study 1 After Action Review, is due in Unit 5. The information and activities in Units 4 and 5 will help you complete your assignment.

Do the following this week:

- Read the assignment instructions and scoring guide in Unit 5.
- Start gathering relevant sources and begin working on your assignments as time permits.

u04s2 - *Learning Components*

- Analyze previous virtual team experiences.
- Identify characteristics of organizational culture in regard to virtual collaboration.
- Identify ineffective practices from virtual team collaboration.

**u04d1 - The Use of Shared Work Platforms in Virtual Team Collaboration**

## Discussion Instructions

In this discussion you have an opportunity to experiment with a collaborative platform technology by researching and using a shared work platform.

For this discussion you will complete the following:

- Perform an online search to identify shared work platforms.
    - Among the popular free platforms are Google Docs and Google Groups, Yahoo! Groups, and Drop Box. These applications allow document storage and the option to share and work on documents collaboratively with your team members.
- Post a document—a picture, for example—in one of these applications and invite members of your Case Study 2 team, family members or coworkers to view your site and post responses to your document.
    - Your Case Study 2 team may later decide to use one of these platforms for your Case Study 2 collaboration. Another option for your team is the shared workspace set up for your team in the Groups area of the courseroom.

- Answer these questions. Support each of your comments with examples.
    ◦ What were your challenges and reactions to creating your own space and visiting the spaces of other team members?
    ◦ Where and why would collaborative platforms or shared workspace applications be useful to virtual collaboration?
    ◦ What are their advantages and disadvantages as applied to a business environment?

## Discussion Guidelines

Actively participate in discussions. To do this you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

### Course Resources

Undergraduate Discussion Participation Scoring Guide

u04d1 - Learning Components

- Apply research and theory about virtual team collaboration to new situations.
- Identify technical issues and their impact on virtual team collaboration.
- Analyze communication and collaboration technology for virtual teams.

**u04d2 - Shared Work Platform Recommendations**

## Discussion Instructions

The management of your organization is aware that you are a learner in a college class on virtual team collaboration. As a result, you have been asked by your manager to develop recommendations based on your study and experience on a variety of subjects during the class.

In 300–500 words, write the response to the following questions:

- What is your favorite shared work platform? What are the main advantages or selling points for your organization of this shared work platform?
- What are some of the glitches that you and your colleagues might encounter when integrating the new platform with your existing systems?
- How would you prepare for or mitigate those issues?

## Discussion Guidelines

Actively participate in discussions. To do this you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

### Course Resources

Undergraduate Discussion Participation Scoring Guide

u04d2 - Learning Components

- Apply research and theory about virtual team collaboration to new situations.
- Identify technical issues and their impact on virtual team collaboration.

**Unit 5 ❯❯ Analysis of Asynchronous and Synchronous Communications Technologies**

**Introduction**

In this unit you will research the relative advantages and disadvantages of asynchronous and synchronous communications technologies. The ability to select the appropriate technology types can be important to the effective and efficient use of technology applications that support a virtual team.

You will submit your Case Study 1 assignment that analyzes your experience in virtual team collaboration to gain a better understanding of what makes a virtual team successful.

**Learning Activities**

**u05s1 - Studies**

## Readings

Use the Capella library to read:

- Chang, H. H., Hung, C.-J., & Hsieh, H.-W. (2014). Virtual teams: Cultural adaptation, communication quality, and interpersonal trust. *Total Quality Management and Business Excellence, 25*(11/12), 1318–1335.

In *Virtual Team Collaboration*, read:

- Chapter 3, "Crossing Cultural Boundaries."

u05s1 - Learning Components

- Apply research and theory about virtual team collaboration to new situations.
- Identify characteristics of organizational culture in regard to virtual collaboration.
- Analyze organizational leadership.

**u05s2 - Assignment Preparation**

Your next assignment, Case Study 2 Orientation Meeting Report, is due in Unit 6. The information and activities in Units 5 and 6 will help you complete your assignment.

Do the following this week:

- Read the assignment instructions and scoring guide in Unit 6.
- Plan with your team for your Case Study 2 Orientation Meeting in Unit 6.
- Start gathering relevant sources and begin working on your assignments as time permits.

u05s2 - Learning Components

- Participate on a virtual team.

**u05a1 - Case Study 1 After Action Review**

## Introduction

In this assignment, write a 7–9 page analysis describing, analyzing, and evaluating the example of virtual team collaboration that you identified in your After Action Review Proposal.

You will analyze the example you proposed and was approved in Unit 2. You can learn from your experiences, whether they were successful or not. The goal is to analyze and examine a virtual team experience to see what can be learned from it.

**Note:** If you have not participated in a virtual team, base your analysis on what you know of your experiences on another collaborative team of some kind.

## Scenario

The Case Study 1 after action review provides you with an opportunity to critically examine the organizational factors and individual practices that contribute to successful virtual team collaboration through the analysis of one of your experiences with virtual team collaboration.

## Your Role

You have been a member of a virtual collaboration team. You are charged with analyzing your team's experience with virtual team collaboration.

## Requirements

Write a 7–9 page analysis of your virtual team experience that includes the following:

1.  Describe relevant details of the selected example of virtual team collaboration in terms of purpose, people, process, and communication technologies.
    ◦ Flesh out your example so that it can be understood in terms of the relevant details.
    ◦ Describe each of the required elements, especially the people involved in your example.
    ◦ Organize this description to include a section for each of the elements: purpose, people, process, and communication technologies.
2.  Identify, describe, and analyze the complexity of social, cultural, and technical issues involved in virtual team collaboration.
    ◦ Use your text and other resources for guidance on assessing the social and cultural complexity factors of your team, and include an analysis of these social and cultural factors that affected your team's experience.
    ◦ Include in your analysis the answers to questions such as: How did these issues manifest themselves in this collaboration? How were they dealt with? What impact do you feel they had on the outcome of your team?
3.  Critically assesses the key factors that influenced this virtual team collaboration performance.
    ◦ Consider human resources policies, training and development, standard organizational practices, communication and collaboration technology, organizational culture, leadership, and competence.
    ◦ Provide an evaluation of the team's performance using the relevant critical success factors.
    ◦ Provide an in-depth analysis of the relevant success factors and your rationale for choosing these particular factors.
    ◦ Include a discussion of how the factors you selected for analysis affected the outcomes and functioning of your virtual team. How did these factors affect the process of your collaboration? How did these factors affect the outcome of the collaboration?
4.  Provide recommendations that would improve or enhance performance in this virtual team example.
    ◦ Include an analysis of the problems that your team experienced, or the opportunities for improvement that you identify, and then develop specific, relevant, actionable recommendations for improvement.
    ◦ Answer the following: What would you have done differently? How would this have made a difference to the outcome of the team collaboration? How would you have implemented your suggestions? How would you be able to measure the improvement that would have resulted?
    ◦ Describe the purpose, people, process, and communication technologies associated with the sample virtual collaboration experience.
    ◦ Analyze the impact of the complex social and cultural factors involved in virtual team collaboration.
    ◦ Analyze the key success factors that influenced the virtual team collaboration performance.
    ◦ Recommend strategies to improve or enhance performance of the virtual team.
    ◦ Identify technical issues and their impact on the overall virtual team collaboration.

## Deliverable Format

- Ensure written communication is free of errors that detract from the overall message and quality.
- Use at least three scholarly resources.
- Follow APA rules for attributing sources that support your analysis and conclusions. As a reminder related to using APA rules to ensure academic honesty:
    ◦ When using a direct quote (using exact or nearly exact wording), you must enclose the quoted wording in quotation marks, immediately followed by an in-text citation. The source must then be listed in your references page.
    ◦ When paraphrasing (using your own words to describe a nonoriginal idea), the paraphrased idea must be immediately followed by an in-text citation and the source must be listed in your references page.
- Your report should be 7–9 content pages, in addition to a title page and references page.
- Use 12-point, Times New Roman.

## Evaluation

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies through corresponding scoring guide criteria:

- Competency 1: Evaluate organizational practices.
    ◦ Describe the purpose, people, process, and communication technologies associated with the sample virtual collaboration experience.

○ Analyze the impact of the complex social and cultural factors involved in virtual team collaboration.
- Competency 2: Apply the principles and practices of effective virtual team collaboration.
    ○ Analyze the relevant critical success factors from the custom text that influenced the virtual team collaboration performance.
    ○ Recommend strategies to improve or enhance performance of the virtual team.
- Competency 3: Assess types of information and communication technologies.
    ○ Identify technical issues and their impact on the overall virtual team collaboration.

**u05d1 - Asynchronous and Synchronous Communications Technologies**

## Discussion Instructions

In this discussion you will research the relative advantages and disadvantages of asynchronous and synchronous communications technologies.

For this discussion:

- Recommend technology choices that will support your Case Study 2 team's virtual collaboration. Be specific in your recommendations about the use of synchronous and asynchronous technologies.
- Provide recommendations for technologies for each of these three areas: brainstorming, problem solving, and conflict resolution.
- Highlight the advantages and disadvantages of the technology for each of your recommendations.

## Discussion Guidelines

Actively participate in discussions. To do this you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u05d1 - Learning Components

- Apply research and theory about virtual team collaboration to new situations.
- Identify technical issues and their impact on virtual team collaboration.

**u05d2 - Conflict Resolution Recommendations**

## Discussion Instructions

The management of your organization is aware that you are a learner in a college class on virtual team collaboration. As a result, you have been asked by your manager to develop recommendations based on your study and experience on a variety of subjects during the class.

In 300–500 words, write the response to the following questions:

- What are your recommendations for technology that should be used to resolve conflict between remote workers?
- Should the technology be synchronous or asynchronous? Explain why you are making this recommendation.

## Discussion Guidelines

Actively participate in discussions. To do this, you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

Undergraduate Discussion Participation Scoring Guide

**u05d2** - Learning Components

- Analyze previous virtual team experiences.
- Develop a collaborative plan for completing the project deliverables.
- Analyze organizational leadership.

**Unit 6 ›› The Importance and Use of a Team Charter**

**Introduction**

An important element in the success of a virtual team collaboration is the team charter. In this unit, you will have the opportunity to research and recommend the elements of a team charter for your Case Study 2 collaboration. The charter is your team's contract with one another—your constitution —that will identify your guiding principles in working with each other.

Virtual teams can exist in various forms, including one associated with a specific project (a team activity with a well-defined start and finish). Particularly in a project-oriented virtual team, a team charter can be extremely important. In reality, a team charter would likely be useful for any virtual team, but a team charter might not be developed or required in all situations.

You will meet with your Case Study 2 team for your orientation meeting and this meeting will provide an opportunity for you to begin the work on your team charter for this Case Study 2 assignment.

**Learning Activities**

**u06s1 - Studies**

## Readings

Use the Capella library to read:

- Watenpaugh, N. (2018, April). How a team charter paves the way to collaboration success. *HMC Sales, Marketing and Alliances Excellence Essentials.*

In *Virtual Team Collaboration*, read:

- Chapter 5, "Starting a Virtual Team."

**u06s1** - Learning Components

- Participate on a virtual team.
- Apply research and theory about virtual team collaboration to new situations.

**u06s2 - Required Case Study 2 Team Meeting**

This is a study to represent the time that you will spend in your required Case Study 2 team meeting this week. Use the Orientation Meeting Report that is attached to the assignment as a guide for the meeting agenda. Be sure to complete the assignment and record your reflections in a journal on your own so that you will have information for the basis of your reflective assessment in Unit 10.

- Participate on a virtual team.

**u06a1 - Case Study 2 Orientation Meeting Report**

## Introduction

In this assignment, you will participate in a group orientation meeting about the Case Study 2 Presentation to a Client, due in Unit 10, with your assigned team members and then complete the Case Study 2 Orientation Meeting Report, with supporting paragraphs.

Complete the Case Study 2 Orientation Meeting Report after your team meeting, including several paragraphs as the conclusion in which you reflect on your group orientation experience.

## Scenario

Your assigned team will plan, attend, and report on your first team orientation meeting to discuss the Case Study 2 Presentation to a Client assignment.

## Your Role

You are on the team assigned to give the presentation to the marketing executives from the client company. You and your team will meet to discuss the team charter, each of your roles, the assignment, and your group strategy to complete the project and present to the client in Unit 10.

## Requirements

- Read through the Unit 10 Case Study 2 Presentation assignment thoroughly before the meeting.
- Plan and participate in the Team Orientation Meeting for Case Study 2:
    - Use the Case Study 2 shared workspace in the Groups area of the courseroom to communicate with your Case Study 2 team to determine a meeting time for a team orientation session that all team members will be able to participate in synchronously through either an audio or a video conference call. You may use the groups feature or a software platform of your choice to conduct the actual meeting.
    - Attendance at this meeting is required in order to earn credit in this assignment.
- Complete the Case Study 2 Orientation Meeting Report from the Resources after your team meeting.
    - Include several paragraphs at the conclusion of the report in which you reflect on your orientation experience.
    - Summarize your reflections and reactions to your team orientation session.
    - Answer these questions: How did your orientation change your view of the assignment? How did the orientation session change your view of the team?

## Deliverable Format

- Ensure written communication is free of errors that detract from the overall message and quality.
- Your team orientation report should be 2–3 content pages, based on the completed Case Study 2 Orientation Report format.
- Use 12-point, Times New Roman.

## Evaluation

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies through corresponding scoring guide criteria:

- Competency 2: Apply the principles and practices of effective virtual team collaboration.
    - Apply knowledge of principles and practices to team orientation tasks, including individual introductions, creation of team name/charter, and discussion of roles and expectations.
- Competency 4: Participate in a virtual team.
    - Participate fully in a team orientation meeting.

Course Resources

Case Study 2 Orientation Meeting Report

**u06d1 - Develop Charter Recommendations for your Case Study 2 Team**

## Discussion Instructions

An important element in the success of a virtual team collaboration is the team charter. In this discussion you will have the opportunity to research and recommend the elements of a team charter for your Case Study 2 collaboration. The charter is your team's contract with one another—your constitution — that will identify your guiding principles in working with each other throughout the life of your project.

For this discussion you will complete the following:

- Based on your research, identify the key elements of a team charter that will be especially relevant to your Case Study 2 team.
- Identify three to five ground rules for your team that you would recommend as part of your charter.
- Answer these questions:
  ◦ What advice do you have to offer in terms of team members setting expectations with each other?
  ◦ How do you suggest the team leadership concerns be addressed?
  ◦ How do you propose that the charter recommendations of each of the team members be incorporated into a team charter for your Case Study 2 team?

## Discussion Guidelines

Actively participate in discussions. To do this you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u06d1 - Learning Components

- Apply research and theory about virtual team collaboration to new situations.
- Analyze organizational leadership.
- Identify key success factors for virtual team collaboration from the course text.

**u06s3 - Assignment Preparation**

Your next assignment, Case Study 2 Planning for Action Checklist, is due in Unit 7. The information and activities in Units 6 and 7 will help you complete your assignment.

Do the following this week:

- Read the assignment instructions and scoring guide for Unit 7.
- Plan with your team to meet synchronously or asynchronously to delegate the elements of the project to each member.
- Start gathering relevant sources and begin working on your assignments as time permits.

u06s3 - Learning Components

- Apply research and theory about virtual team collaboration to new situations.
- Develop a collaborative plan for completing the project deliverables.

**Unit 7 ⟩⟩ The Role of Trust in Virtual Teams**

**Introduction**

It is difficult to overstate the importance of the effect of trust or the lack of it in the success of virtual teams. In this unit you will report on the impact of trust based on your research and your experience.

You will also develop a plan for the completion of Case Study 2 and submit the plan as your Planning for Action Checklist assignment.

**Learning Activities**

**u07s1 - Studies**

## Readings

Use the Capella library to read:

- Breuer, C., Hüffmeier, J., & Hertel, G. (2016). Does trust matter more in virtual teams? A meta-analysis of trust and team effectiveness considering virtuality and documentation as moderators. *Journal of Applied Psychology, 101*(8), 1151–1177.
- Ferrell, J., & Kline, K. (2018). Facilitating trust and communication in virtual teams. *People and Strategy*, *41*(2), 30–35.
- Jarvenpaa, S. L., & Leidner, D. E. (1999). Communication and trust in global virtual teams. *Organization Science, 10*(6), 791–815.
- Kimble, C. (2014). Building effective virtual teams: How to overcome the problems of trust and identity in virtual teams. *Global Business and Organizational Excellence*, *30*(2), 6–15.

In *Virtual Team Collaboration*, read:

- Chapter 7, "Building Trust in Virtual Teams."

u07s1 - Learning Components

- Apply research and theory about virtual team collaboration to new situations.
- Analyze previous virtual team experiences.
- Identify ineffective practices from virtual team collaboration.

**u07a1 - Case Study 2 Planning for Action Checklist**

## Introduction

In this assignment you will complete a Planning for Action Checklist with your assigned project team. The goal is to establish the roles and responsibilities for each team member to complete in order to prepare for the deliverables of the Case Study 2 presentation to the client in Unit 10.

## Scenario

Your assigned team will report on your action planning for Case Study 2 via the Case Study 2 Planning for Action Checklist. You will operate as a consulting team to present key information about effective virtual collaboration for the client's marketing organization.

## Your Role

You are a consultant on the team assigned to give the presentation to the marketing executives from the client company. You and your team will meet to discuss your individual work assignments, communication strategies, and group strategy to complete the project and present to the client (your instructor) in Unit 10.

## Requirements

1. Read through the Case Study 2 Presentation, assignment number u10a1, thoroughly before the meeting.
2. Plan and participate in the status meetings or communication as decided by the group.
   ◦ Use the Case Study 2 shared work space in the Groups area of the courseroom to communicate with your Case Study 2 team.
   ◦ Schedule team status meetings.
   ◦ Decide how you will connect synchronously or asynchronously with each other during the life of your team, and identify technical and other resources that your team will require to complete the project.
3. Determine the assignment of the key deliverables of Case Study 2 and the timeline for key milestones of Case Study 2.
   ◦ **An important note:** It is not acceptable to submit a plan at this point in the project that does not include assignments for all team members.

◦ Once your team has assigned the deliverables of the project, those assignments will remain in effect, unless they are changed with the consensus of the group. If a team member does not complete his or her section of the project as agreed, that failure will not affect the grades of the remaining team members. Remaining team members do not have to make up for missing deliverables that were assigned to others.

4. Complete the Planning for Action Case Study 2 Checklist found in the resources section below. All members must submit identical versions of the Planning for Action Case Study Checklist.

## Deliverable Format

- Ensure written communication is free of errors that detract from the overall message and quality.
- Your Planning for Action Checklist should be 2–3 pages, based on the completed Case Study 2 Planning for Action Checklist format.
- Use 12-point, Times New Roman.

## Evaluation

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies through corresponding scoring guide criteria:

- Competency 2: Apply the principles and practices of effective virtual team collaboration.
    ◦ Assign roles and accountabilities collaboratively for individual team members to complete all deliverables for a presentation.
- Competency 3: Assess types of information and communication technologies.
    ◦ Develop a plan for meeting the team project deliverables, including scheduled status meetings, timeline for key milestones, and identification of communication and technical processes to complete the project.

Course Resources

Case Study 2 Planning for Action Checklist

**u07d1 - Promoting Trust in Virtual Teams**

## Discussion Instructions

In this discussion you will research, identify, and analyze the key factors that build and undermine trust in virtual teams.

For this discussion you will complete the following:

- Identify, drawing on your research and your own experience, three behaviors that build trust and three behaviors that undermine trust in teams.
- Give an example—a who, what, why, where, when story—of one of these behaviors that build trust and one of the behaviors that undermine trust.
- Submit your suggestions for specific activities and actions that your Case Study 2 team members can undertake to promote trust.

## Discussion Guidelines

Actively participate in discussions. To do this you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u07d1 - Learning Components

- Apply research and theory about virtual team collaboration to new situations.
- Analyze previous virtual team experiences.
- Identify characteristics of organizational culture in regard to virtual collaboration.

**Unit 8 ›› Addressing and Resolving Conflict in Virtual Teams**

**Introduction**

Conflict is a predictable element in virtual teams. A number of models of the predictable stages that teams experience have been developed. A common element is that storming or conflict in virtual teams is both predictable and normal. You will explore the types of conflict in virtual teams and make recommendations for addressing and resolving unproductive conflict.

**Learning Activities**

**u08s1 - Studies**

## Readings

Use the Capella library to read:

  • Gitlow, H., & McNary, L. (2006). <u>Creating win-win solutions for team conflicts</u>. *The Journal for Quality and Participation, 29*(3), 20–26.

In *Virtual Team Collaboration*, read:

  • Chapter 4, "Myths and Realities of Leading Virtual Teams."

u08s1 - Learning Components

  • Apply research and theory about virtual team collaboration to new situations.
  • Identify characteristics of organizational culture in regard to virtual collaboration.
  • Develop actionable recommendations for the communications technologies to support virtual collaboration.

**u08s2 - Case Study 2 Checkpoint**

Continue to work on your Case Study 2 presentation, which is due at the end of Unit 9. Meet with your team as needed.

**u08d1 - Addressing and Resolving Conflict in Virtual Teams**

## Discussion Instructions

Conflict is a predictable element in virtual teams. A number of models of the predictable stages that teams experience have been developed, including Bruce Tuckman's seminal work that identifies these predictable stages as forming, storming, norming, performing, and adjourning. Other models have been developed and refined since, but a common element is that storming or conflict in virtual teams is both predictable and normal.

For this discussion you will recommend a process to address the almost inevitable conflict your team may experience in your Case Study 2 team. Answer these questions:

  • What are your recommendations for addressing conflict, and what communications technology do you suggest for addressing and resolving?
  • Is all conflict undesirable and unproductive? If not, what are some ways to introduce productive conflict in the team?
  • Are there different types of conflicts that are expected to occur? How would these different types of conflict be addressed?

## Discussion Guidelines

Actively participate in discussions. To do this you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u08d1 - Learning Components

- Analyze previous virtual team experiences.
- Identify technical issues and their impact on virtual team collaboration.
- Analyze HR policies, training, and development in regard to virtual team collaboration.

## Unit 9 >> Leadership in Virtual Teams

### Introduction

In this unit you will explore the qualities of the effective team leader and compare and contrast these qualities with those of the traditional team leader. Developing a model for the effective team leader can be helpful to you when presented with the opportunity for leadership in your personal and professional experience.

### Learning Activities

### u09s1 - Studies

## Readings

Use the Capella library to read:

- Blair, R. (2015). Challenges faced and practical techniques for managing a dispersed team. *Legal Information Management, 15*(4), 248–252.

In *Virtual Team Collaboration*, read:

- Chapter 7, "Leading a Multicultural Virtual Team."

u09s1 - Learning Components

- Identify characteristics of organizational culture in regard to virtual collaboration.
- Analyze organizational leadership.

### u09s2 - Optional PowerPoint Tutorials

The deliverable for Unit 10 is the PowerPoint presentation to the marketing executives. If you feel you need to brush up on your PowerPoint skills, go to the Microsoft Office Software page to access tutorials.

### u09s3 - Trial Presentation

Run a trial presentation of your Case Study 2 presentation with your project team members.

Please note that in the interest of making the best use of the 20 minutes allotted to each team during the class conference call in Unit 10, each team should present only the 6–12 slides addressing the client presentation deliverables and the summary of key recommendations.

u09s3 - Learning Components

- Participate on a virtual team.
- Develop a collaborative plan for completing the project deliverables.
- Collaborate to present recommendations to a client in a professional manner.

**u09s4 - Project Preparation**

Your next assignment, Case Study 2: Presentation to the Client and Reflective Assessment, is due in Unit 10. The information and activities in Units 6, 7, 8, and 9 will help you complete this assignment.

Do the following this week:

- Read the assignment instructions and scoring guides in Unit 10.
- Plan with your team to meet synchronously to practice your presentation during Unit 9.
- Start gathering relevant sources and begin working on your assignments as time permits.

u09s4 - Learning Components

- Collaborate to present recommendations to a client in a professional manner.
- Develop actionable recommendations for the communications technologies to support virtual collaboration.

**u09d1 - Leadership in Virtual Teams**

## Discussion Instructions

In this discussion you will explore the qualities of the effective team leader and compare and contrast these qualities with those of the traditional team leader.

For this discussion you will complete the following:

- Based on your research and experience, identify and analyze three to five qualities and attributes most important in virtual team leadership.
- Describe these qualities and attributes, and discuss what makes them so important to virtual team leadership. In what way are these qualities different from those required in traditional team leaders, and in what ways are the challenges of team leadership different in virtual teams?
- In what ways or in what areas have you served as a leader for your Case Study 2 team? What are the most important leadership qualities you have brought to your Case Study 2 virtual team?

## Discussion Guidelines

Actively participate in discussions. To do this you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u09d1 - Learning Components

- Apply research and theory about virtual team collaboration to new situations.
- Analyze organizational leadership.
- Analyze HR policies, training, and development in regard to virtual team collaboration.

**Introduction**

In this unit you will deliver your Case Study 2 presentation in an audio conference call, and in this discussion you will identify the key features of the presentations you observed that were made by other teams.

**Learning Activities**

**u10s1 - Studies**

## Readings

Use the Capella library to read:

- Derven, M. (2016). Four drivers to enhance global virtual teams. *Industrial and Commercial Training, 48*(1), 1–8.

u10s1 - Learning Components

- Apply research and theory about virtual team collaboration to new situations.
- Identify characteristics of organizational culture in regard to virtual collaboration.

**u10s2 - Required Class Meeting for Presentations**

This is a study to represent the time that you will spend in the required class meeting this week. Be sure to complete one copy of the Case Study 2 Group Evaluation Workbook (in the Resources for this study and in the Resources for the related Unit 10 assignment) and record your reflections in a journal to use as the basis of your reflection paper.

Course Resources

Case Study 2 Group Evaluation Workbook

u10s2 - Learning Components

- Participate on a virtual team.
- Collaborate to present recommendations to a client in a professional manner.
- Develop actionable recommendations for the communications technologies to support virtual collaboration.

**u10d1 - Case Study 2 Team Presentations**

## Discussion Instructions

In this unit you will deliver your Case Study 2 presentation in an audio conference call, and in this discussion you will identify the key features of the presentations you observed that were made by other teams.

For this discussion you will complete the following:

- One member of each Case Study 2 team will post a copy of their team's PowerPoint deck by noon CT Monday of Unit 10. This will allow all learners in the class the opportunity to access the presentations for viewing during the Case Study 2 presentation audio conference call.
- Identify and evaluate the key features of the Case Study 2 presentations that you observed that were most meaningful and helpful to you. What factors in these presentations were most helpful in making the presentation memorable and impactful?

# Discussion Guidelines

Actively participate in discussions. To do this you should create a substantive post for each of the discussion topics. Each post should demonstrate your achievement of the participation criteria.

In addition, you should also respond to the initial posts of at least two of your fellow learners for each discussion. These responses to other learners should also be substantive posts that contribute to the conversation by respectfully debating positions and presenting supporting information relevant to the topic.

u10d1 - Learning Components

- Participate on a virtual team.
- Collaborate to present recommendations to a client in a professional manner.

**u10a1 - Case Study 2 Presentation to a Client**

# Introduction

Please review the Case Study 2 project description before beginning this assignment.

For this assignment, your team will present a 20-minute PowerPoint presentation of 20–35 slides during a class audio conference call. The content of the presentation should give actionable recommendations about virtual collaboration best practices to a client who is planning their new marketing strategy for a global product launch.

In addition, each team member will complete an evaluation form for members of their group to provide feedback about their professional contributions to the final project.

The key learning from the Case Study 2 is to thoughtfully analyze how the group navigates a communication plan, the stages of engagement, and the other risks of virtual collaboration. Making direct connections between the experiences in the group with the concepts learned from course readings is essential.

# Scenario

A North American company is looking to expand its business in Europe and Asia. They have contracted with your team to provide consulting expertise in virtual collaboration best practices. The senior marketing team from the different regions must collaborate to ensure that their respective groups maintain overall consistency in their marketing campaign for a new digital service product.

This is the first time the client's marketing team has been asked to develop a common global marketing strategy for a new product launch. In the past, each senior marketing leader had designed their own campaign targeted to their specific geographic and cultural region, plus they are adding two new regions in Europe and Asia.

These marketing executives do not need advice in the area of marketing the new product. They are interested in your consulting group's analysis on their current state of collaboration and advice on how to ensure that their team will establish effective communication practices to get things done for the global product launch on budget and on schedule.

They are under tight deadlines (two months) to produce the common marketing strategy for this new product and must do much or all of their work virtually. They have scheduled a 20-minute conference call for your team to present your recommendations. Accessibility for the global audience is essential, so the PowerPoint presentation and any notes need to be documented in a full transcript.

The consulting contract between your team and the marketing executives outlines the following conditions that the company is currently experiencing in their virtual collaboration efforts.

- There is a lack of trust among the marketing executives from the different regions. They may have each been given a different set of expectations from their leadership team.
- The marketing executives have met a few times on short conference calls and currently there is a disagreement among them about a primary element of the marketing plan that they are developing.

- Currently, all the regions use different collaboration tools and communications have become difficult. On a recent video call among the executives from all the regions, two locations were able to see each other's slides and discuss items on the agenda. The European region could hear the conversation, but the video option was not working on the day of the meeting.

## Your Role

You and your fellow Case Study 2 members are virtual collaboration consultants who have substantive experience and have done research on the processes and technologies required to support effective global virtual collaboration.

As a consulting team, you are expected to analyze some of the company's collaboration challenges and present specific, relevant, and actionable recommendations to the senior marketing leaders.

## Requirements

Each team member is expected to fully participate in and contribute to the overall Case Study 2 presentation on the class conference call in Unit 10. All team members will evaluate each other and the other teams' presentations on the Case Study 2 Group Evaluation Workbook spreadsheet found in the Resources.

1. Participate actively in Case Study 2 as part of your assigned team.
2. Fill out and submit the Case Study 2 Group Evaluation Workbook for your team.
3. Complete your assigned deliverables as determined by your team.
4. Create a PowerPoint presentation, along with your team, that includes the following:
   ◦ Include brief, but specific recommendations of 2–3 behaviors to build trust and 2–3 behaviors to avoid that undermine trust among the regions of client's marketing team.
   ◦ Analyze the stages of team development this team of executives will likely experience. Offer brief but specific, relevant, actionable advice for successfully navigating one or two of these stages.
   ◦ Propose collaboration and communication tools that will be adopted by all the regions. Outline processes to support brainstorming, decision making, scheduling, and document storing and sharing.
   ◦ Make practical recommendations on how this team can run effective virtual team meetings. Suggest a few ideas for a back-up plan for times when the technology is not working.
   ◦ Recommend areas to be covered in a team charter that would have been helpful at the beginning of the marketing executives' meetings. Identify ideas for the marketing team ground rules and norms for personal interaction, especially how decisions will be made, and how conflicts will be resolved.
   ◦ Create a bullet-pointed summary of the key recommendations.
   ◦ See other requirements under Deliverable Format, below.
5. Present your team-assigned portion of the PowerPoint presentation.

Please note that in the interest of making the best use of the 20 minutes allotted to each team during the class conference call in Unit 10, each team should present only the 6–12 slides addressing the client presentation deliverables and the summary of key recommendations.

## Deliverable Format

Post the complete PowerPoint slide deck, including verbatim presentation notes in the Notes section, in u10d1 prior to the class conference call, to be used as the transcript for the presentation.

The PowerPoint slide deck is expected to meet the following requirements:

- Presentation title (1 slide).
- Statement of your Case Study 2 charter (1 slide).
- Team name, list of members, and assigned deliverables (1 slide).
- Team processes: Tools and methods used in your virtual team collaboration (1 slide).
- Table of contents for the client presentation (1 slide).
- Slides for the client presentation (approximately 6–12 slides that address the project requirements above).
- Summary of key recommendations for the client (1–2 slides).
- Slides should be very brief in terms of text. Refer to PowerPoint resources for ideas.
- Basic info should be in the presentation view of the slide, and then each slide should have speaker's notes that provide a verbatim version of what will be said during the presentation to explain the slide. (This approach avoids the common problems of either putting too much text on each slide, or having a slide set that only the author can reasonably present.)

## Evaluation

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies through corresponding scoring guide criteria:

- Competency 2: Apply the principles and practices of effective virtual team collaboration.

- Apply best practices and virtual team collaboration concepts of people, time, relationships, and process to the case study presentation team preparation.
- Develop specific, relevant, actionable recommendations for the client based on knowledge of best practices for virtual collaboration.
- Competency 3: Assess types of information and communication technologies.
  - Develop actionable recommendations for the best uses of communications technologies to support virtual collaboration.
- Competency 4: Participate in a virtual team.
  - Collaborate as a virtual team member to deliver a presentation designed to address the assigned deliverables on the scheduled conference call.

Faculty will use the scoring guide to review your deliverable from the perspective of the client. Review the scoring guide prior to developing and submitting your assessment.

Course Resources

Case Study 2 Group Evaluation Workbook

**u10a2 - Case Study 2 Reflective Assessment**

# Introduction

In this assignment you will complete a reflective assessment about your experience in the Case Study 2 group process and presentation. You are expected to make connections to the literature about effective group process and virtual collaboration best practices.

# Scenario

By now, your team will have completed the preparation of the deliverables and the client presentation during the synchronous course meeting. For this activity you are asked to complete your own individual reflection paper. Reflection about the group process and your contributions is a great practice to help you refine your collaboration skills and learn from mistakes.

# Your Role

You are an individual contributor who has just completed a presentation to a client. Now you will process your whole experience of working in a virtual collaboration team and write the reflection paper about your learning through this process.

# Requirements

Throughout the course, you have been encouraged to keep a personal journal reflecting on your experiences of virtual team collaboration during your work on Case Study 2.

For this reflection:

1. Identify your key learning experiences in the group collaboration and link these insights to overall virtual team collaboration concepts of people, purpose, process, time, relationships and communication technologies.
2. Incorporate how the guiding human factor principles that you developed in Unit 3 and agreed on in your team charter influenced this learning experience throughout your reflection.
3. Reference key comparisons or references from the course readings and discussions about virtual team collaboration.

# Deliverable Format

- Write a 4–6 page reflection about your experience collaborating with your group and presenting to the client.
- Ensure written communication is free of errors that detract from the overall message and quality.
- Follow APA rules for attributing sources that support your analysis and conclusions. As a reminder related to using APA rules to ensure academic honesty:
  - When using a direct quote (using exact or nearly exact wording), you must enclose the quoted wording in quotation marks, immediately followed by an in-text citation. The source must then be listed in your references page.
  - When paraphrasing (using your own words to describe a nonoriginal idea), the paraphrased idea must be immediately followed by an in-text citation and the source must be listed in your references page.

- Use 12-point Times New Roman.

## Evaluation

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies through corresponding scoring guide criteria:

- Competency 1: Evaluate organizational practices.
  - Identify key learning experiences and link these insights to overall virtual team collaboration concepts of people, purpose, process, time, relationships, and communication technologies.

- Competency 2: Apply the principles and practices of effective virtual team collaboration.
  - Analyze the guiding human factor principles that were developed and agreed on in the team charter and how they influenced this learning experience.
  - Apply key comparisons or references from the course readings and discussions about virtual team collaboration to the learning experience.