



UK

SYLLABUS 2025-2026

Elective: International Teams

MODULE SPECIFICATION

Module Code	2526_RHO_1_EN_023
Campus	Oxford
Department(s)	Organisational and HR Studies
Level / Semester	Undergraduate Year 2 (U2); Equivalent to FHEQ level 5 Semester 04
Language of Instruction	English
Teaching Method	<input checked="" type="checkbox"/> In-person (face-to-face) <input type="checkbox"/> Distance learning (live online) <input type="checkbox"/> e-Learning (asynchronous) <input type="checkbox"/> Hybrid: _____
Pre-requisite(s)?	None
ECTS <i>Reminder: 1 ECTS = between 20 and 30hr- student workload</i>	5
Equivalent FHEQ credits	10
Study Hours	100 hours which comprise of 30 directed learning and 70 independent learning/assessment hours

MODULE DESCRIPTION

Module Aims	Students explore the dynamics of working in geographically and culturally diverse teams. The module addresses communication challenges, remote collaboration tools, and performance management strategies. Emphasis is on building inclusive and productive global team environments.
Teaching Arrangement	This module is delivered through a mix of lectures (to introduce theoretical concepts) and applications (to gain practical skills related

	to working in and managing international teams). The lecturer's role is to guide the student to reliable sources of information. The student's role is to learn independently and proactively. The student should be able to read, analyse, and share knowledge learned independently or in groups.
Learning Outcomes	By the end of this module, students should be able to: <ol style="list-style-type: none"> 1. Analyse the challenges and dynamics of geographically distributed teams, including communication, trust, and performance management. 2. Evaluate the impact of national culture on collaboration, conflict resolution, and decision-making within international teams. 3. Apply strategies and technological tools to enhance communication and collaboration in remote and multicultural team settings. 4. Assess best practices for managing and supporting remote workers, ensuring productivity and engagement across global teams.
Competency Goals <i>(Knowledge, expertise and interpersonal skills)</i>	PGE_U_CG01 - Manage teams PGE_U_CG06 - Evolve in a globalised world
Alignment with Programme Learning Goals	PGE_U_CG01_LO01 - Identify opportunities, analyse situations, co-create solutions and achieve collective performance PGE_U_CG01_LO02 - Support and listen to team members on a daily basis, develop individual and collective skills with the support of the Human Resource department PGE_U_CG01_LO04 - Manage self and others for a responsible and ethical management PGE_U_CG06_LO01 - Work in a multicultural team and/or environment PGE_U_CG06_LO03 - Work in a team remotely

SESSION TOPICS / MODULE SCHEDULE

(Please note, a session/sequence may be more than one scheduled class)

Session 1: Working in an International Environment

Content:

- The nature of teams
- Global teams
- Intercultural geographically distributed teams (IGDT)

Last reviewed: 11/07/2025

- Exploring the opportunities and challenges of cross-cultural, multicultural and intercultural interactions within geographically distributed teams (IGDT)

References:

- Brett, Jeanne M., Behfar, K.J. and Kern, M. (2006) *Managing multicultural teams*, Harvard Business Review. Available at: <https://hbr.org/2006/11/managing-multicultural-teams>.

Session 2: Trust in International Teamwork

Content:

- Understanding how trust emerges and develops and how to maintain it within intercultural teams
- How trust is conceptualised and operationalised
- The tangled relationships between trust, distrust, and control

References:

- Dumitru, C. (2021) *Building virtual teams: Trust, culture & remote working*. Abingdon, United Kingdom: Routledge.

Session 3: Conflict in International Teams

Content:

- Effects of all types of conflicts, including tasks, affective and process on distributed teams' performance (efficiency, effectiveness, collaboration, management skill & innovation)
- The importance of shared identity in better managing conflicts

References:

- Smith, H. (2021) *Inspiring remote tech teams: Keys to leadership and purposeful performance*. Boca Raton, FL: Taylor & Francis.
- Thomas, D.C. and Peterson, M.F. (2016) *Cross-cultural management: Essential concepts*. London, United Kingdom: SAGE Publications.

Session 4: Intercultural Communication

Content:

- Intercultural communication capability (ICC)
- The effects on communication behaviour when different cultures come together
- Approaches to managing intercultural team spaces
- Languages and cultural reciprocal influences
- Verbal, non-verbal communication across cultures

References:

- Murdoch-Kitt, K. and Emans, D. (2020) *Intercultural collaboration by design: Drawing from differences, distances, and disciplines through visual thinking*. Abingdon, United Kingdom: Routledge.

Session 5: Inclusivity in International Teams

Content:

- Understanding "inclusify" (the need to belong and be accepted as an important opportunity for forming successful intercultural teams)
Identifying roadblocks to diversity and promoting "inclusify" as a continuous, sustained effort towards helping diverse groups feel engaged, empowered, accepted and valued

References:

- Johnson, S.K. (2020) *Inclusify: The power of uniqueness and belonging to build innovative*

teams. Harper Collins.

Session 6: Agile Teams

Content:

- Understanding agile teams
- Agile project management
- Agile manifesto and mindset

References:

- Taylor, P. (2021) *Make your business agile: A roadmap for transforming your management and adapting to the 'new normal'*. Abingdon, United Kingdom: Routledge.

Session 7: Working Away from Home and Remote Work

Content:

- What is remote work?
- How and why do people work remotely?
- The benefits, challenges and misconceptions of working remotely
- Remote employee, freelancer, entrepreneur

References:

- Douglas, T., Gordon, H. and Webber, M. (2020) *Working remotely: Secrets to success for employees on distributed teams*. New York, NY: Barrons Educational Services.

KEY TEXTS

1. Murdoch-Kitt, K. and Emans, D. (2020) *Intercultural collaboration by design: Drawing from differences, distances, and disciplines through visual thinking*. Abingdon, United Kingdom: Routledge.

SUPPLEMENTARY TEXTS

1. Douglas, T., Gordon, H. and Webber, M. (2020) *Working remotely: Secrets to success for employees on distributed teams*. New York, NY: Barrons Educational Services.
2. Dumitru, C. (2021) *Building virtual teams: Trust, culture & remote working*. Abingdon, United Kingdom: Routledge.
3. Johnson, S.K. (2020) *Inclusify: The power of uniqueness and belonging to build innovative teams*. Harper Collins.
4. Smith, H. (2021) *Inspiring remote tech teams: Keys to leadership and purposeful performance*. Boca Raton, FL: Taylor & Francis.
5. Taylor, P. (2021) *Make your business agile: A roadmap for transforming your management and adapting to the 'new normal'*. Abingdon, United Kingdom: Routledge.
6. Thomas, D.C. and Peterson, M.F. (2016) *Cross-cultural management: Essential concepts*. London, United Kingdom: SAGE Publications.

MODES OF ASSESSMENT

Continuous Assessment (40%)	Report	20%
	Group work	20%
Final Exam (60%)	Closed book written exam	

MODULE DESIGN TEAM

- Author: *Muriel Durand*
- Reviewer: *Syed Muhammad*
- External Reviewer: *Emanuela Giangregorio*