



## Syllabus Course Program



# INTERNATIONAL TEAMWORK

### Specialty

073 – Management

### Institute

Institute of Education and Science in Economics, Management and International Business

### Educational program

Management of organizations and Administration

### Department

Management (204)

### Level of education

Bachelor's level

### Course type

Elective

### Semester

7

### Language of instruction

English

## Lecturers and course developers



### Iryna Sitak

[Iryna.Sitak@khp.u.edu.ua](mailto:Iryna.Sitak@khp.u.edu.ua)

PhD in Economic Sciences, Associate Professor of Department of Management

Authored and co-authored over 80 scientific and methodological publications. Senior lecturer of courses “Investment”, “International teamwork”, “International investment”

More about the lecturer on the department's website

<https://web.kpi.kharkov.ua/mto/about/staff/sitak/>

## General information

### Summary

The course is aimed at forming knowledge about the theoretical and practical basis for the effective management of international teams: determining the need to create international teams, selecting effective technologies for the formation of international teams, developing international teams and ensuring their effective functioning, ensuring the cohesion of international teams and a favorable social and psychological climate in the team, creating a motivational climate in an international team, working with conflict situations.

### Course objectives and goals

To form the theoretical and analytical knowledge of working in international teams; mastering (critical understanding) of laws, regularities, principles of work in an international team; understanding the content of international team management processes and technology; acquiring practical skills of substantiating and making effective management decisions depending on the formed problem in the work of an international team; development of skills and acquisition of practical skills for interaction, leadership in an international team, independent and team work, flexible thinking, openness to new knowledge; assessment of international team effectiveness, cohesion, motivation; formation and assessment of the social and psychological climate of the international team.

## Format of classes

Lectures, workshops, consultations. Individual assignment (report). The course ends with a differentiated grading.

## Competencies

GC06. The ability to communicate in the official language of Ukraine both orally and in writing.

GC07. The ability to communicate in a foreign language.

GC08. The ability to use information and communication technology.

GC13. Appreciation and respect for diversity and multiculturalism.

GC14. The ability to work in an international context.

GC15. The ability to act on the basis of ethical considerations (motives).

SC09. The ability to work in a team and to establish interpersonal interaction when solving professional tasks.

SC10. The ability to assess the performed works, to ensure their quality and to motivate personnel of an organization

SC11. The ability to create and organize effective communication in the process of management.

SC14. To understand the principles of psychology and to use them in the professional activity.

SC15. The ability to develop and demonstrate leadership qualities and behavioral skills.

## Learning outcomes

PO 04. To demonstrate the ability to identify problems and justify managerial decisions.

PO 07. To demonstrate the skills of organizational planning.

PO 09. To demonstrate the skills of interaction, leadership, and teamwork.

PO 10. To possess the skills of justifying effective instruments for motivating the personnel of an organization.

PO 12. To evaluate the legal, social, and economic outcomes of an organization's functioning.

PO 13. To communicate in oral and written forms in the official language of Ukraine and foreign languages.

PO 14. To identify the causes of stress, to adapt oneself and the team members to a stressful situation, to find means to its neutralization.

PO 15. To show the ability to act in a socially responsible and socially conscious manner on the basis of ethical considerations (motives), respect for diversity and interculturalism.

PO 17. To conduct research individually and/or in a group under the supervision of a leader.

PO 18. To demonstrate skills related to the identification and analysis of organizational problems, making of well-grounded organizational decisions, development of operational strategies and planning of organizational behavior

## Student workload

The total volume of the course is 150 hours (5 ECTS credits): lecture - 16 hours, workshops - 32 hours, self-study - 102 hours.

## Course prerequisites

To successfully complete the course, you must have knowledge and practical skills in the following disciplines: "Fundamentals of Management", "Theory of Organization", "Human Resource Management"

## Features of the course, teaching and learning methods, and technologies

Lectures are conducted interactively using multimedia technologies. Discussions, teamwork, case method, game method are used in practical classes.

## Program of the course

### Topics of the lectures

Topic 1. Theoretical aspects of international team management

Topic 2. Individual and group leadership in an international team

- Topic 3. Formation of an effective international team
- Topic 4. The life cycle of an international team
- Topic 5. Management of interpersonal relations in an international team
- Topic 6. Communication management and communication competence in an international team
- Topic 7. Conflict management and international team development
- Topic 8. Internet interaction and team competition in an international team
- Topic 9. Effective management of an international team
- Topic 10. The concept and development of the potential of an international team
- Topic 11. Evaluation of the work of the international team

### Topics of the workshops

- Topic 1. Characterization of the conditions that contribute to the formation of international teams, stages of maturity that are distinguished for the team, teams, characteristic features of an international team. Psychological climate and its practical role. Methods of international team management. Distinctive features of the collective, its structure, stages of creation of the collective.
- Topic 2. Management functions assigned to the collective, international team. Leadership qualities of a manager who creates and manages international teams.
- Topic 3. Two main roles in an international team. Principles of distribution of roles in an international team. Factors determining roles in an international team.
- Topic 4. Stages of team development according to Bruce Tuckman. Peculiarities of the development of international teams
- Topic 5. Peculiarities of group decision-making. Loss of process. The problem of group composition. The problem of participation. The problem of influence. Moderation method.
- Topic 6. Methods of strengthening the international team. The trust factor in the team. Conflict management. Classification of conflicts. Variants of behavior in conflict.
- Topic 7. Planning, organization, control and evaluation of the work of the international team. Conditions for effective organization of team work.
- Topic 8. Alternative teams and their purpose.

### Topics of the laboratory classes

no laboratory classes.

### Self-study

The course involves the completion of an individual task in the form of individual assignment (report). Students are also recommended additional materials (videos, articles) for independent study and analysis.

### Course materials and recommended reading

1. El-Saharty, S., Kheyfets, I., & Herbst, C. H. M. I. (2020). The human capital project. Manila, Philippines: World Bank. 460 p.
2. Bishop, J., Scott, K.D., Maynard-Patrick, S., & Wang, L. (2014). Teams, Team Process, and Team Building.
3. De Meuse, K. P., Tang, K. Y., & Dai, G. (2009). Construct validation of Lominger T7 Model of team effectiveness. Minneapolis, MN: Lominger International: A Korn/Ferry Company.
4. Hackman, J. R. (2002). Leading teams: Setting the stage for great performances. Boston: Harvard Business School Press.
5. DeVaro, J., & Kurtulus, F.A. (2011). What types of organizations benefit from teams, and how do they benefit?
6. E. Parsloe, M. Wray Coaching and Mentoring. Practical Methods to Improve Learning - London: Kogan Page, 2009
7. Bodepudi M. Roles and Responsibilities of Project Manager & Project Management Team, 2018. URL: <https://www.greycampus.com/blog/project-management/roles-and-responsibilities-of-project-manager-and-project-management-team>
8. The leading global digital coaching platform, URL: <https://coachhub.io/en/>
9. Gratton L.; Erickson T. J. Eight ways to build collaborative teams. Harvard Bus. Rev. 2007, 85, 100.

10. Психологія тимблдингу: навчальний посібник / Романовський О.Г., Шаполова В.В., Квасник О.В., Гура Т.В. ; за заг. ред. Романовського О.Г., Калашникової С.В. Харків : «Друкарня Мадрид», 2017. 92 с.
11. Дяків О. П., Островерхов В. М. Управління персоналом : навчально-методичний посібник (видання друге, переробл. і доповнено). Тернопіль : ТНЕУ, 2018. 288 с.
12. Морозов В. В., Чередніченко А. М., Шпильова Т. І. Формування, управління та розвиток команди проекту (поведінкові компетенції) : навч. посіб.. К. : Таксон, 2009. 464 с.
13. Нежинська О. О., Тименко В. М. Основи коучингу : навчальний посібник, Київ ; Харків : ТОВ «ДІСА ПЛЮС», 2017. 220 с.
14. Сергеева Л. М., Кондратьєва В. П., Хромей М. Я. Лідерство: навч. посібн. /за наук. ред. Л. М. Сергеевої. Івано-Франківськ. «Лілея-НВ». 2015. 296 с.
15. Гавриш О. А., Довгань Л. Є., Крейдич І. М., Семенченко Н. В. Технології управління персоналом: монографія. Київ: НТУУ «КПІ імені Ігоря Сікорського», 2017. 528 с.
16. Сергеева Т.В., Дорін Фестеу, Гейл Роунтрі. Лідерство і командна робота: Навчальний посібник. Харків: ХНУБА, 2014. 124 с.
17. Методи управління людськими ресурсами при формуванні команд мультипроектів та програм: монографія/Н. В. Доценко, Л.Ю. Сабадош, І.В. Чумаченко; за заг ред. І.В.Чумаченко; Харків. Нац. ун-т міськ. госп-ва ім. О.М. Бекетова, 2015.201с.

## Assessment and grading

### Criteria for assessment of student performance, and the final score structure

100% of the final grade consists of assessment results in the form of an exam (40%) and ongoing assessment (60%). Exam: test tasks (30 theory questions) and problem solving. Current assessment: 2 tasks and a course project (20% each)

### Grading scale

Total points	National	ECTS
90-100	Excellent	A
82-89	Good	B
75-81	Good	C
64-74	Satisfactory	D
60-63	Satisfactory	E
35-59	Unsatisfactory (requires additional learning)	FX
1-34	Unsatisfactory (requires repetition of the course)	F

## Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.

Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

## Approval

Approved by

Date, signature

Head of the department  
Olena PROKHORENKO

Date, signature

Guarantor of the educational program  
Olena PROKHORENKO

