



**Gisma
University
of Applied
Sciences**

Re-Assessment Brief

M503 Behavioral Competencies in Virtual Teams

2025

Reassessment Assignment Brief

Module: M503 Behavioural Competencies in Virtual Teams

Submission Deadline: 10th July, 2025, 18:00 CET

Assignment Title

"Creating a Virtual Onboarding Program with an Emphasis on Intercultural Sensitivity"

Scenario

Your company, Global Synergy Solutions (GSS), is a multinational corporation operating in over 20 countries. Due to recent rapid expansion, the company is onboarding a cohort of 50 new employees from diverse cultural backgrounds. The employees will work across virtual teams spanning multiple time zones, languages, and professional norms.

GSS is committed to fostering an inclusive environment and ensuring new hires feel welcomed and integrated. However, existing onboarding processes are outdated, lack a cultural component, and are poorly adapted to the challenges of virtual team dynamics. Leadership has tasked you with designing a new virtual onboarding program that prioritises **intercultural sensitivity** while ensuring employees are productive and aligned with organisational goals as quickly as possible.

Your Task

Prepare a written report (2,500 words) outlining a comprehensive virtual onboarding program with a strong focus on **intercultural sensitivity**. Your report must address the following:

(The report should NOT be the same as you submitted for the first assessment!)

1. Program Structure and Objectives (30%)

- Design the key elements of the virtual onboarding program, including:
 - Pre-onboarding preparation.
 - A structured onboarding schedule.
 - Core components such as technical training, cultural orientation, and team integration activities.
- State the program's objectives, emphasising how intercultural sensitivity will be embedded throughout.

- Include a proposed timeline for the onboarding process.
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2. Addressing Intercultural Sensitivity (30%)

- Identify the specific challenges related to cultural differences in virtual team environments, including:
 - Communication styles (e.g., direct vs. indirect).
 - Power distance and hierarchical preferences.
 - Time orientation (e.g., punctuality, deadlines).
 - Propose strategies to address these challenges, such as:
 - Cultural training sessions.
 - Activities to build shared mental models and inclusivity.
 - Virtual team-building exercises designed to foster cross-cultural understanding.
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3. Using Module Concepts to Enhance Effectiveness (20%)

- **Shared Mental Models:**
 - Demonstrate how your program will develop shared mental models to align team members from diverse backgrounds.
 - **Networking:**
 - Propose methods to encourage networking and collaboration between new hires and existing team members.
 - **Leadership and Trust:**
 - Integrate concepts from the lecture series, such as trust-building and leading in a VUCA world.
 - Reference key theories discussed during the lecture series
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4. Measuring Success (10%)

- Define metrics to assess the program's effectiveness, such as:
 - Employee feedback on cultural inclusivity.
 - Time-to-productivity for new hires.
 - Retention rates for the first year.

- Propose a plan for gathering and analysing this data.

5. Challenges and Risks (10%)

- Identify potential obstacles in implementing the onboarding program, such as:
 - Resistance to cultural training from existing employees.
 - Technology limitations for virtual activities.
 - Provide strategies to mitigate these risks and ensure the program's success.
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Marking Criteria / Assessment Criteria

Mark Weight	Performance Levels	Explanation
100%	Very Good (90-100%)	Comprehensive understanding and achievement of learning outcomes at the highest levels. Exceptional engagement with academic literature, correct referencing (Harvard style), and integration of key module concepts.
75-89%	Good	Substantial knowledge and understanding, demonstrating clear engagement with academic literature, mostly correct referencing, and effective application of module concepts.
60-74%	Satisfactory	Average to above-average performance with adequate engagement with academic literature, some referencing errors, and basic application of key module concepts.
50-59%	Sufficient	Acceptable knowledge and understanding of the subject matter with limited engagement with academic literature, noticeable referencing errors, and minimal integration of module concepts.
0-49%	Fail	Does not fulfil the requirements of the assessment, with inadequate engagement with academic literature, significant referencing issues, and failure to apply key module concepts discussed during the lecture series.

Primary Assessment Task Criteria

Your written essay will be assessed based on the following:

1. **Clarity of Argument and Structure (20%)**
 2. **Command of Tools for Virtual Team Set-Up (20%)**
 3. **Understanding of Challenges and Solutions in Virtual Teams (20%)**
 4. **Engagement with Academic Literature and Module Concepts (20%)**
 5. **Professional Formatting and Referencing (10%)**
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Additional Guidance for Students

1. **Engage with the Lectures:** Use concepts from the module, including shared mental models, trust, intercultural sensitivity, and networking strategies.
 2. **Academic Writing:** Ensure your report is well-structured, concise, and professionally formatted.
 3. **Referencing:** Use Harvard referencing consistently. Include at least 10 academic sources, including module readings.
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Submission Details

- **Deadline:** 4th April, 2025, 18:00 CET .
- **Submission Format:** Upload your report as a single PDF file to the submission portal.