

# MEMO

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To: All Students  
From: Dr. Professor  
Date: 29 October 2017  
Subject: International Project Assignment

This International Project Assignment contains the requirements for your report and presentation. The progress report forms are located under that title in Blackboard.

Each team will be composed of three or four students who will have varied assignments. The purpose of this report is to learn more about international business and communicating with people in other cultures. This report also teaches collaborative writing and constructing an international project.

## INTERNATIONAL PROJECT DUE DATES

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The following are the due dates for each part of the International project. These dates are non-negotiable (which means I will not accept late assignments). The due dates are as follows:

Mon, 30 October	Begin Unit 3 Communicating Across Cultures
Fri, 3 November	Complete Unit 3 Exam (Tests ideas & terminology from GLOBE)
Wed, 8 November	DUE: HW 11, 12, 13 Proposal (See explanation on pg 2 below)
Wed, 15 November (in class)	DUE: HW 14 Progress Report 1 (Complete in class)
Mon, 27 November (in class)	DUE: HW 15 Progress Report 2 (Complete in class)
Fri, 1 December	DUE: International Project Team Report
Mon, 4 December (in class)	DUE: International Project Presentations
Wed, 6 December (in class)	DUE: International Project Presentations

# BUILDING THE INTERNATIONAL PROJECT

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The International Project is an ongoing project that will encompass class periods and out of class assignments for the remainder of the semester. The following describes each section:

- **Proposal:** Each team will prepare and present one proposal. Submit your team's proposal in Blackboard. The proposal counts for three homework grades. The proposal should include:
  - The purpose of the report
  - Your team's business culture
  - The country you propose to investigate
  - A proposed work schedule (see "Progress Reports 1 and 2")
  - A call to action requesting that your team be allowed to investigate that country
  - Write this as a short report. There is a one page limit for the proposal. The work schedule is not included in this page count.
  
- **Progress Reports 1 and 2:** Each team will submit two progress reports, using the Progress Report form in Blackboard under "International Project."
  - Decide who is doing what job and when it is due. Then record when the student completes the task.
  - Submit the initial progress report to Dr. Langston with the proposal. I will return this form to you for you to complete for Progress Report 1 and 2.
  
- **International Project:** To receive an "A" on this report, your team must include all areas listed under "International Project Format." Your team can use headings, letterhead, etc., but all of the required sections must be included.
  - The teams will divide the tasks required to complete the International project. Each student will write his/her individual sections of the report and then the report will be turned into me.
  - **You are REQUIRED to submit what each student turns in. Team members are NOT allowed to edit other students' work without permission from that student. Students who do this will fail the assignment.**
  - Grading:
    - International Report: 15% of course grade
    - Proposal and Progress Reports 1 and 2: 3.33% of course grade
    - Presentation 2: 10% of course grade
  - Formatting instructions:
    - Length: 10 to 15 pages (total for team).
    - Required items:
      - Title page
      - Letter of Transmittal
      - Executive Summary
      - Table of Contents
      - Reference page in APA format
        - Alphabetize ALL students' entries as one list. Hanging indent, etc. (Use only the entries that appear in the actual report.)
      - In-text (parenthetical) citations: Required in APA format
    - Required formatting:
      - Times New Roman/Cambria/Calibri, 12 pt font
        - If you use a template and it has a certain font, then you can use that font.

- Page numbers and other appropriate header/footer material (such as name of report)
  - Single space between lines and larger space between paragraphs
  - Headings and subheadings should be balanced and consistent.
- **International Project Presentation:** Each team will present a team presentation on their International project and its conclusions.
- PowerPoint, Prezi, Powtoon, or another business presentation / Interesting presentations!!!
  - Should be 8 to 10 minutes / Business dress required

# INTERNATIONAL PROJECT CONTENTS

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**International Project Situation to Address:** Each team will choose a different country but the following situation applies to all teams.

*Your company has seen rapid expansion throughout the United States over the last ten years. Your company wants to expand overseas, but is unsure what country to select.*

*The first step your company takes is to appoint a Vice President of International Expansion. The VP forms a committee for International Expansion. The committee appoints teams to research some countries.*

*Your team is selected to research a country and make a recommendation to the VP and International Expansion Committee. Your proposal is requesting to be able to research the country you have chosen (and I have approved). Write your proposal asking to be able to research the country.*

*For the long report, your team must research the information that will convince the International Expansion Committee to expand to \_\_\_\_\_. You must study the cultural nuances, the language, the manners, the ways to do business, the proper etiquette for business meetings, the type of social media used in that country, etc.*

*Your team must also decide if your company would be able to adapt to the culture of the country. Make a recommendation based on what your team has learned on whether or not your company can easily expand to this country or will your employees require significant training?*

*Your team will prepare an international project with the needed information for doing business in that country. Your team will also prepare two progress reports to update management on your progress. Your international project will be submitted to the Vice President for International Expansion. Your team will also prepare a presentation to present to the VP and the International Expansion committee.*

**Sources to Consult:** The following are some sources that will provide you with information for visiting countries and some awareness of conducting business internationally.

- Geert Hofstede's Cultural Comparison website: [hofstede-insights.com/product/compare-countries/](http://hofstede-insights.com/product/compare-countries/)
- Kwintessential.uk.co
- GlobalEDGE.msu.edu
- GLOBE Study website
- World Fact Book at [cia.gov](http://cia.gov)
- US State Dept
- CDC
- YouTube has videos on how to do business in different countries
- The library
- Peter Cardon's *Business Communication* text (available to borrow in class)
- Morrison and Conaway's *Kiss, Bow, or Shake Hands* (2<sup>nd</sup> edition) (available to borrow in class; available as an e-book download—check online) This information is dated, but verify it with more current material

# International Project Format

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Each team will complete an International Project that has the following divisions. You can use a template from Word or online to add variety but you **MUST** include each of the following sections in your report. You can also use the example that I post as a template.

**Title Page** (Include name of report, who the report is prepared for, the date submitted, and who worked on the report) (One page)

**Letter of Transmittal** (Formal letter that explains what the report contains and how it was put together; include any problems or highlights experienced by the team) (One page)

**Table of Contents\*** (List all items in the report and the page number) (One page)

**Executive Summary** (Summarize the report in one page or less; include any recommendations; this is an abbreviated version of the international project) (One page)

**Report Body** (use headings):

- a. **Introduction** (Introduce the report and give the minimum amount of background required to introduce the report.)
  - i. **Purpose** (One or two sentences stating the purpose of the international project)
  - ii. **Scope** (What does the report cover? What is this report “aiming” to address?)
  - iii. **Limitations** (What the report does NOT cover—for example, the economic situation in the country, etc. What questions might you be asked by the VP and committee that you can handle by saying “This is not the scope of this report” beforehand?)
  - iv. **Assumptions** (What assumptions have to be true for this report to be put into action? For example, the company’s financial standing must remain the same or improve for this report to be put into action—an assumption.)
  - v. **Methods** (What is the methodology your team used for this report? How did you gather information? From where?)
- b. **Background/History of the Problem** (This is an opportunity to present the background of the company that has lead to this report being produced. Describe the culture of your business. Limit: 2 paragraphs)
- c. **Body** (use headings)
  1. Presents Data (This is the place each of the individual reports goes)
  2. Interprets data in words and visuals (What should the company do in response to the data? Each student should produce one or two bullet entries that are a result of his/her section in the Data section)
  3. Evaluates Possible Solutions (What is the best direction for the company to go? What are some other choices? Give pros and cons in this section. Can be bullets. Should have at least 3 possible solutions)

**Recommendations** (Recommends actions to solve the problem. Should you begin business in this country, wait awhile, or not go at all. What action does your team recommend that the VP take?)

**References** (APA format for sources cited in report. Be sure to use hanging indent and alphabetize the entries!)

**Appendixes** (if applicable)

\*If you are using Word, select “References” and then “Table of Contents.” This is the easiest way to construct one! Also, you can link the titles and subtitles to the entry in the TOC and Word will automatically insert the page numbers! It’s magic!!!

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## Dividing the Work

Each team must decide what kind of business that their company does. This is important to decisions on some cultural and business items!! For example, the business culture of IBM differs greatly from the business culture at Google.

**Researching the International project:** Much of the information in “Topics to Research” falls into three major categories:

- **Culture:** Defined as values, beliefs, and shared identities held by a group of people
- **Organizational practices and values:** Defined as the practices and values that bring the greatest positive results to the organization, its employees, and customers
- **Leadership:** Defined as influencing others to attain group and/or organizational goals and objectives.

Topics to Research
Government (US and each country) requirements for visiting country and returning to US after visiting each country (Passports, visa, or similar requirements)
Immunization requirements for visiting country
Business dress/restrictions in dress in each country
Laws and regulations required for starting businesses as a non-citizen (Not extensive but can a US company just come there and start a business or do they have to meet certain requirements first?)
Business etiquette: Introductions; meetings; etc.
Hospitality requirements and expectations
Dining etiquette
Potential communication difficulties in language, religion, or another areas
Handling business meetings including seating, topics of conversation, power, when decisions are made
Potential ethical issues including bribes, etc.
Cultural differences related to women, class structure, religion, etc.
Social media that is used primarily in that country (No more than 4 platforms)
Individualism vs. Collectivism: What approach does your country prefer? How does this affect business communication?
Egalitarianism vs. Hierarchy: What approach does your country prefer? How does this affect business communication?
Assertiveness: What approach does your country prefer? How does this affect business communication?
Performance Orientation: What approach does your country prefer? How does this affect business communication?
Future Orientation: What approach does your country prefer? How does this affect business communication?
Humane Orientation: What approach does your country prefer? How does this affect business communication?
Uncertainty Avoidance: What approach does your country prefer? How does this affect business communication?
Gender Egalitarianism: What approach does your country prefer? How does this affect business communication?

**Definitions of Concepts:** (based on Chapter 4 of Cardon, P. W. (2015). *Business Communication: Developing Leaders for a Networked World*. 2<sup>nd</sup> ed. New York: McGraw-Hill.) This information is based on *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies* (2007).

<b>Cultural Characteristics</b>		
<i>(The level of independence and interdependence that people in the society possess and encourage)</i>	<b>Individualism: Focus on Individual</b>	<b>Collectivism: Focus on Group</b>
Priorities	Independence	Interdependence
Goals	Individual goals	Group goals
Values (what is important to this mindset)	Choice	Obligation
<i>(How power is distributed)</i>	<b>Hierarchical: Power Differences</b>	<b>Egalitarianism: Shared Power</b>
How power distributed	Power concentrated at top	Among all people
Status differences	Expected; people follow leaders because of position	Minimized
“Perks” for people with higher authority (special privileges and opportunities)	People comfortable with perks for those in power	Minimized
<i>(How much a community rewards and encourages innovation, high standards, and performance improvement) Business tends to cherish this characteristic the most</i>	<b>High Performance Orientation: “Living to Work”</b>	<b>Low Performance Orientation: “Working to Live”</b>
Emphasizes	Results	Relationships
Views on feedback	Necessary to improve	Is judgmental and uncomfortable
Views on time	Something to be managed well	Relaxed view of time
Views on deadlines	Deadlines are essential to performance	Overemphasis on deadlines is pushy
<i>(Degree to which culture is willing to sacrifice current wants to achieve future needs)</i>	<b>Future Orientation</b>	<b>Present Orientation</b>
Approach to present	Will sacrifice now in order to obtain future goals	Enjoy being in the moment and spontaneity;
Approach to future	Set long term goals; plan for future; imaginative about future	No or haphazard long term goals; don’t worry much about future; avoid planning and sacrifices necessary to plan for future
Use of long term goals	Use long term goals to decide short term actions and business activities	Little to no use of long term goals for present or future
Approach to preparation for emergencies	Plan for crises and unforeseen contingencies	Deal with events as they occur

<i>(The level of confrontation and directness that is considered appropriate and productive)</i>	<b>High Assertiveness: “Cut to the chase”</b>	<b>Low Assertiveness: “Indirect”</b>
View of the other	Views low assertiveness as timid, unenthusiastic, uncommitted, even dishonest	Views high assertiveness as rude, tactless, inconsiderate, even uncivilized
Sections of world	Western Europeans and North Americans	Everyone else!!
<i>(Degree to which organization/society encourages and rewards individuals for being fair, altruistic, friendly, generous, caring, kind)</i>	<b>Low Humane Orientation:</b>	<b>High Humane Orientation:</b>
Concern for people	Individual pleasure, comfort, self-enjoyment primary	Others belong and are welcome
Provision of social support	Extended to close family and friends	Extended to all
Emphasize	Self-support for problems	Generosity, compassion, fairness, kindness, non-discrimination
<i>(How cultures socialize members to feel in uncertain, novel, surprising, or extraordinary situations)</i>	<b>Low Uncertainty Avoidance: “Thrill Seekers”</b>	<b>High Uncertainty Avoidance: “Play It Safe”</b>
Comfort level with uncertainty	Embrace it; thrive in it	Try to avoid it
Seek	Uncertain outcomes, calculated risks, problem solving, experimentation	Orderliness, consistency, structure, formalized procedures
Prefer tasks	With creativity and innovation; more tolerance for rule breaking	With sure outcomes; minimal risk
<i>(Division of roles between men and women in society)</i>	<b>High Gender Egalitarianism:</b>	<b>Low Gender Egalitarianism:</b>
Roles in society for men and women (professional and leadership positions)	Encouraged to hold same roles	Expected to occupy different roles (women in less powerful roles)
Decision making in business	Women included equally	Women have less influence
Decision making in home	Women and men share power	Women have powerful roles in the home