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FORCIER CONSULTING
MARKET EXPANSION CHALLENGE INSTRUCTIONS

FORCIER CONSULTING

Challenge presented by: **Forcier Consulting, USA,** www.forcierconsulting.com

X-Culture Webinars: To provide students with an opportunity to learn more about the company, ask their questions and receive feedback on their suggestions, we organize live webinars with company representatives. Please watch a 2015 *recording* of the Forcier Consulting webinar at the beginning of the competition.
Additional live webinars with Forcier are scheduled for:
10 am (New York time) on Monday, March 7 and
10 am on Monday April 4.
You will receive webinar login information a few days before each webinar.

Additional Questions: If you have further questions, please direct them to admin@X-Cuture.org. We will create a FAQ database for each partner company and will likely have an answer to your question there. If a new question is presented, we will contact the company to obtain more information and will add the question to the FAQ database.

About the Company

Forcier Consulting is a multi-disciplinary research and consulting firm that operates in post-conflict and logistically challenging environments across Africa. From our humble beginnings in dusty riverside tents in Juba, South Sudan, we have rapidly expanded across the continent, supporting the efforts of our clients in a variety of sectors. Our work in Africa ranges from evaluations of emergency response programs in Ebola-stricken Sierra Leone, to ethnographic mapping of indigenous tribes in South Sudan.

While Forcier started with just one consultant in 2011, we have grown to more than 180 staff members working in offices in Somalia, South Sudan, Sudan, Egypt, DRC, Kenya, Mozambique, and Washington D.C.

Forcier Consulting provides on-the-ground data collection, methodological design, and rigorous analysis for clients such as the US Government, UNICEF, World Bank, Gallup Inc., Save the Children, World Vision, Deloitte, BBC Media Action, UNESCO, and Canadian Red Cross.

Since our inception in 2011, we have conducted more than 300 research projects for over 80 different clients, in multiple countries across Africa using the most innovative technologies available.

Business Model

Forcier Consulting's services cater to a wide variety of clients, and an incredibly diverse range of projects. Our core services include population and social science research, project evaluations, opinion polling, market research, baseline and needs assessments, media and audience research, and bespoke consultations and trainings. Where the typical research process consists of a consultant flying to a country in Africa from London or Washington D.C., collecting and analyzing data, and writing a report, Forcier's unique business model hopes to disrupt this trend. Our local offices consist of national researchers, born and raised in the countries they operate in, with a multitude of linguistic capabilities, geographical backgrounds, and community affiliations, allowing us to access the most hard to reach places that no one else can. From these country offices, Research Officers manage the data collection process and wirelessly upload all raw data to a central server. From there, our Department of Analytics in Cairo, Egypt, cleans and codes all quantitative data and performs rigorous analyses, producing polished and insightful reports for our clients.

Business Challenge

Forcier Consulting is looking to expand our services to new locations in Africa. Over 90% of our current portfolio of research takes place in South Sudan and Somalia, leaving 52 untouched markets for innovative research. Africa has the fastest growing economies on earth, and emerging markets all over the continent provide great potential for market entry.

Importantly, Africa is the largest recipient of development aid in the world. In the 2015 fiscal year, USAID, the US Government's development arm, distributed **$11,927,888,586,** with the largest percentage going towards development initiatives in Africa. Per Donor requirements, monitoring and evaluation (M&E) is required for all projects, with typically 3-5% of the total contract value dedicated to M&E. In other words, the M&E market in Africa is worth about $500,000,000. M&E is a very important part of any project, possibly most important if there is a threat of misallocation or inefficient use of the funding. This work has to be done, and done well. Forcier Consulting is uniquely equipped to conduct high quality M&E, and we are ready to expand beyond our current markets.

With the untapped nature of Africa in mind, Forcier seeks assistance with the following objectives:

1. Markets: Identify a new country in Africa where Forcier's consulting and M&E services would be in demand and provide market description, including:
   - Languages spoken in the country
   - Regions/provinces/districts in the country and their unique characteristics
   - Culture, religion, customs and other factors
   - Forms of public transportation in the country
   - What major banks operate in the country? Is Western Union and Dahabshiil in-country?

2. Competition: After choosing a country, identify national and international firms and agencies specializing in monitoring and evaluation of development programs in this new market, including:
   - List of competitors, including website, contact information, office location, etc.
   - Previous experience in the region
   - Years of operation
   - Competitive advantages and weaknesses
   - Projects they have completed

3. Clients: After choosing a new country for expansion and establishing the competition, identify existing development partner organizations in these markets (NGOs, bilateral and multilateral donors, consulting firms, or other organizations that provide funding and/or implement the development projects), including:
   - List of organizations implementing development projects
   - Sectors of operation
   - Geographical locations of focus (in-country)
   - Years of operation (in-country)

- Estimated in-country budgets for project implementation (if possible)
- Contact information, in possible for Country Director, Program Manager, M&E Staff member

4. Projects: Similar to identifying potential clients, pleas identify existing development and humanitarian assistance projects in this new country, including:
   - Project title
   - Funding source (international or government grant, private donation, etc.)
   - Sector (conflict, health, media, etc.)
   - Implementing organization
   - Estimated project budgets (if possible)
   - Timelines (when did it start, when is it projected to finish)

5. Operating cost: Determine accurate costings for M&E operations in the proposed country, including:
   - Daily compensation rates for national researchers, enumerators, and translators
   - Reasonable per diem for a researcher? (food, beverage for one day)
   - National currency, its conversion to USD, its volatility and projected exchange rate
   - Average price of hotel room for one night in the capital city
   - Average price of a one bedroom apartment for one month in the capital city
   - Average price to hire a car in the capital for one day
   - Price of a tourist/business visa for an American citizen
   - Ease/difficulty, procedures, and timing of obtaining a work permit for an American citizen

6. Staffing: Design an efficient and effective system for recruiting and selecting qualified researchers in the target market and, if possible, create a database of qualified research professionals with experience conducting research in the proposed country who might be interested in working for Forcier, including:
   - Ways to recruit experts in the target market (e.g., job search websites specializing in recruitment of skilled professionals and researchers, professional research associations, other ways to reach qualified candidates), if applicable add information about the cost of placing recruitment ads.
   - Market-specific challenges of candidate selection (e.g., best way to select the best candidates from the applicant pool, documents that should be requested to make the selection, tests or interview questions that may help, do's and don'ts of selection in the market, such as questions that may not be legally allowed to be asked during the interviews, or selection tests that are known to work or not to work in the local cutlure), if applicable, cost of administering selection tests or interviews.
   - If you can compile a database of potential candidates, provide their:
     - Name and age
     - Degrees attained and from which universities
     - Sectors of specialization (health, conflict, media, etc.)
     - Contact information
     - Organizations worked for
     - Languages spoken
     - Years spent working in-country
     - Resume

Please support your information with links to sources, and explain your recommendations.

(Optional) Real-life Test of the proposed strategy: Secure a contract in the new proposed market

After your team identifies a new promising market and develops a market entry strategy, you are invited to put your plan to a real-life test and try to secure a service contract for Forcier Consulting in the new market. You can try to find an NGO, or development partner, who may need monitoring or evaluation services for one of their projects.

If you would like to try it, please do the following:

- Identify a potential client in the proposed country that may need Forcier's research or evaluation services.
- Present Mr. Sandler with a detailed analysis of why this would be a good client for Forcier, and what the business pitch might look like. Make a business case for engaging with the new client.
- Connect the representative with Mr. Sandler (Ian@forcierconsulting.com) for continued discussion.

If this connection turns into a successful contract, you will:

- Receive a Forcier Consulting prize commensurable with the amount of 1% of the contract value (a normal research contract can be from $10,000 to $1,000,000 USD), awarded *after* the deal is closed and the client pays for the service.
- Be offered of a position as a Junior Business Development Officer in our office in Cairo, Egypt, or a remote internship with our Business Development team across the globe.
- Letter of Recommendation from Forcier CEO, Natalie Forcier, attesting to skills developed and highlighted during the project.
- Gain incredible, concrete experience for one's resume to attract prospective employers.

Again, part of the challenge is **optional** and your team's decision to attempt or not to attempt to get a contract for the client company will not affect your performance evaluation. However, we encourage you to try putting your ideas to this optional ultimate test of effectiveness of your proposed market expansion plan. Your ability to close a deal will greatly improve your credibility and may lead to a long-term collaboration with the Forcier, secure you a post-market commission, and even if you fail to secure a contract, you will still gain valuable business experience in the process.

TASKS AND DEADLINES

Please start preparing each week's deliverables right away, do not wait to receive the email with the survey link. The survey will only repeat the task/questions you see in these Instructions.

Each week, you will be asked to fill out a short survey to report you team's progress, evaluate the performance of your team members and provide other information we need to better understand why some teams perform better than others. Please see the informed consent form at the end of this document for more details.

Important: Occasionally emails from X-Culture are filtered into the Junk/Spam email folder. Please check your Junk/Spam email folder if you do not receive a weekly survey link.
Important: Participants who receive peer evaluations below 2.0 (out of 5.0) will first receive a warning. If their peer evaluations stay below 2.0 two weeks in a row, they will be automatically excluded from the team.
Important: If you are a non-student contestant and competing individually, you will still be assigned a team number (one-person team) and you will still have to meet every deadline. However, your progress surveys will not have the peer evaluation component, only self-evaluations.

Pre-project Readiness Test

Once your name is in the system, you will receive an email with your unique link to the project materials and training test. The test will include questions about the project and online collaboration tools, as well as questions about your prior international experience and background. You must successfully pass the Readiness Test (80% or more correct answers) to participate in X-Culture. If your semester starts after the official start of the project or you do not complete the Readiness Test on time for another reason, do so as soon as you can – we will continue adding new participants for about ten days after the project start.

Official Start of the Project, Teams Formed
Early track: Monday, February 1; Late track: Monday February, 29

Provided successful completion of the Readiness Test, you will receive the names and contact information of your team members on this day. Please reach out to your teammates immediately to establish contact. Introduce yourself, and start working on the project. Students whose semester starts later will be added to the existing teams once their semester starts, so it is likely an additional student may be added to your team in the first two weeks.
All deadlines are set for 11:59 pm (23:59), New York Time. You can check the current time in New York here.

Establish Contact and Meet your Teammates
Due: Early Track Thursday, February 4; Late Track Thursday, March 3

By this date, you are expected to have exchanged at least a few messages with your teammates. If some teammates are not responding, you are expected to send at least three email reminders to them by this date. Team members who fail to establish contact with their teams will be excluded from the project. Once contact is established, please learn as much as possible about your teammates (background, interests, hobbies, interesting facts, etc.). You communication starts via email, but once the initial contact is established, your team can use any means of communication.

Deliverables: A few days before the deadline, you will receive a personalized email with a link to a survey. The survey will ask you to report whether or not you have met all your team members and will test how much you have learned about their background, interests, and skills.

This and all other weekly surveys will also ask about your fellow team members' performance and other information we need to better understand why some teams perform better than others. Please see the informed consent form at the end of this document for more details.

Evaluation: Participants who fail to establish contact with their teams for no legitimate reason will be excluded from the project.

Report Section 1: Analysis of the Competition.
Identify national and international firms and agencies specializing in monitoring and evaluation of development programs in Africa
Due: Early Track Sunday, February 7; Late Track Sunday March 6

Please conduct research on rival monitoring and evaluation/research companies, as well as the industry in general, and provide an analysis of Forcier's competition, including:

- List of Forcier's competitors, including their website addresses, contact information, office location, etc.
- Previous experience in the region of the competitor firms
- Years of operation
- Competitive advantages and weaknesses of each competitor

Our experience shows that it works best when every team member contributes to this research and analysis. When assessing the competitive position of each company, it would be helpful to consider strengths, weaknesses, threats, opportunities of each competitor. You may find this short guide and this 5-min video helpful.

Deliverables:
A few days before the deadline, you will receive an email with your personal link to a survey that will ask for report your progress and list the competing companies you already found. You will not have to provide a complete competition analysis, just the competitors' names and key facts (specialization programs, regions, etc.). If more competitors are found after this deadline, please add them to the list in the final report.

Report Section 2: Clients.
Identify existing development organizations in Africa
Due: Early Track Sunday, February 14; Late Track Sunday, March 13

Provide a list of potential clients: NGOs, bilateral and multilateral donors, consulting firms, or other organizations that provide funding and/or implement the development projects), including:

- List of organizations implementing development projects
- Sectors of operation
- Geographical locations of focus (in-country)
- Years of operation (in-country)
- Estimated in-country budgets for project implementation (if possible)
- Contact information, in possible for Country Director, Program Manager, M&E Staff member

Deliverables:
A few days before the deadline, you will receive an email with your personal link to a survey that will ask for a list the potential clients you have already found. You will not have to provide a complete market analysis, just the potential client names and key facts (specialization programs, regions, etc.). If more potential clients are found after this deadline, please add them to the list in the final report.

Report Section 3: Projects.
Identify existing development and humanitarian assistance projects in Africa
Due: Early Track Sunday, February 21; Late Track Sunday, March 20

Provide an detailed overview of the existing development and humanitarian assistance projects in Africa and report:

- Project title
- Funding source (international or government grant, private donation, etc.)
- Sector (conflict, health, media, etc.)
- Implementing organization
- Estimated project budgets (if possible)
- Timelines (when did it start, when is it projected to finish)

Deliverables:
Several days before the deadline, you will receive an email with your personal link to a survey that will ask for a list the ongoing development projects going on in Africa that you already found. You will not have to provide a complete market analysis, just the names of the project and their key facts (funding organization, budget, area, etc.). If more projects are found after this deadline, please add them to the list in the final report.

Report Section 4: Market.
Identify new promising countries in Africa where Forcier's consulting and M&E services would be in demand and provide market description.
Due: Early Track Sunday, February 28; Late Track Sunday March 27

Based on your analysis for Sections 1-3, identify the most promising market where Forcier's should consider opening an office and provide a market analysis in terms of the following:

- Clearly explain why this market is a most promising new market for Forcier
- Languages spoken in the country
- Regions/provinces/districts in the country and their unique characteristics
- Culture, religion, customs and other factors
- Forms of public transportation in the country
- How do you register a company in the country?
- What major banks operate in the country? Is Western Union and Dahabshiil in-country?
- Private and business banking rules and regulations with respect to opening and closing accounts, transferring money in and out of country, mobile banking availability, etc.

Deliverables:
Several days before the deadline, you will receive an email with your personal link to a survey that will ask for the new market your analysis shows is likely to be most promising for Forcier and explain your choice (explain why this and not another market is most promising). There is **no need** to submit the complete report section at this time, only the key results of your analysis.

Report Section 5: Operating Costs Analysis.
Due: Early Track Sunday, March 6; Late Track Sunday, April 3

For the market identified in Section 4, determine accurate costings for M&E operations in the proposed country and report the following:

- Daily compensation rates for national researchers, enumerators, and translators
- Reasonable per diem for a researcher? (food, beverage for one day)
- National currency, its conversion to USD, its volatility and projected exchange rate
- Average price of hotel room for one night in the capital city

- Average price of a one bedroom apartment for one month in the capital city
- Average price to hire a car in the capital for one day
- Price of a tourist/business visa for an American citizen
- Ease/difficulty, procedures, and timing of obtaining a work permit for an American citizen

Deliverables:
Several days before the deadline, you will receive an email with your personal link to a survey that will ask for some of the key figures and facts describing the economic, legal, political, and cultural environment of the target market (only key facts, no need for a complete analysis for the weekly progress update). There is **no need** to submit the complete report section at this time, only the key results of your analysis.

Report Section 6: Staffing.
Recruitment, Selection, Candidate Database
Due: Early Track Sunday, March 13; Late Track Sunday, April 10

Design an efficient and effective system for recruiting and selecting qualified researchers in the target market and, if possible, create a database of qualified research professionals with experience conducting research in the proposed country who might be interested in working for Forcier, including:

- Ways to recruit experts in the target market (e.g., job search websites specializing in recruitment of skilled professionals and researchers, professional research associations, other ways to reach qualified candidates), if applicable add information about the cost of placing recruitment ads.
- Market-specific challenges of candidate selection (e.g., best way to select the best candidates from the applicant pool, documents that should be requested to make the selection, tests or interview questions that may help, do's and don'ts of selection in the market), if applicable, cost of administering selection tests or interviews.
- If you can compile a database of potential candidates, provide their:
    - Name and age
    - Degrees attained and from which universities
    - Sectors of specialization (health, conflict, media, etc.)
    - Contact information
    - Organizations worked for
    - Languages spoken
    - Years spent working in-country
    - Resume

Explain your recommendations with respect to their suitability in the local legal and cultural environment.

Deliverables:
Several days before the deadline, you will receive an email invitation to report your key recommendations with respect to recruitment and selection, as well as the names of potential candidates if already available. There is **no need** to submit the complete report section at this time, only the key results of your analysis.

Report Section 7: Other Suggestions
Due: Early Track Sunday, March 20; Late Track Sunday, April 17

If you have any other suggestions for improving Forcier's business model, please provide them in this section of the report. You may consider issues related to expansion into other markets, possibly outside Africa, pricing and distribution of the company's services, promotion and marketing, subcontracting, public and media relations, better coordination among the company's different offices and field staff, online presence and website content and functionality, new products or services, or any other issues you feel would be useful to consider in this context.

Deliverables:
Several days before the deadline, you will receive an email invitation to report your recommendations with respect to other managerial issues that could be important for further growth and success of the company. There is **no need** to submit the complete report section at this time, only the key results of your analysis.

Complete Preliminary Draft

Can be submitted any time but no later than: Early Track Tuesday, March 22, Late Track Tuesday, April 19

Any time during the project, but no later than this date you must submit a complete preliminary draft of your report via TurnItIn.com (see Submission Guidelines below). This is a chance for you to check your work for plagiarism. After the report draft is submitted, TurnItIn will generate a plagiarism report (takes several hours to produce), so you will be able to see if any part of the report prepared by your team members have been plagiarized. If plagiarism is detected, your team will have until the Final Report deadline (see below) to fix the problem and submit a plagiarism-free final report.

The draft does not have to be a final complete report and will not be evaluated, so you can continue editing it until the final deadline. However, it is strongly encouraged that you submit as complete a document as possible, including Title Page and an Executive Summary, and correct consistent formatting throughout the document (see Report Formatting guidelines below). You will be able to submit your draft and check it for plagiarism only once, so the more complete the draft, the less the chance that the final report will contain plagiarism. Also, the sooner you submit the draft, the more time you will have to fix problems, if any are detected.

Only the team member who submits the team report on behalf of the team will see the plagiarism report, so that person must share it with the rest of the team. See Evaluation Guidelines below for how this section will be evaluated.

Deliverables:

- Report draft: one team member must submit the report draft on behalf of the entire team. Please see next page for step-by-step Submission Guidelines. Make certain to use your team number as the file name. For example, if your team number is 123, the file must be named “123.pdf”. Do not use any other words in the name of the file.
- Use class ID **11602283** if you are early track and **11602292** if you are late track and “xculture” for password.

Final Report

Due as soon as ready, but no later than: Early Track Friday, March 25; Late Track Friday, April 22

By this date, your final report must be submitted via TurnItIn.com (see Submission Guidelines below). Please note, the plagiarism statistics for final reports will be generated by TurnItIn and shared with the instructors, but the plagiarism report will **not** be shared with the students.

Deliverables:

- Final Report: one team member must submit the final report on behalf of the entire team (see Submission Guidelines below). Make certain to use your team number as the file name. For example, if your team number is 123, the file must be named “123.pdf”. Do not use any other words in the name of the file.
- Use class ID **11602285** if you are early track and **11602296** if you are late track and “xculture” for password.

Post-Project Survey
Due once report submitted, but no later than: Early Track Saturday, March 26; Late Track Saturday, April 23

A few days before the deadline, you will receive an email invitation with a link to your post-project survey. This is the **most important** survey. You will be asked to comment on your experiences in X-Culture and evaluate the performance of your teammates. Your answers are extremely important and will help us improve the project in the future. Every team member must complete the survey, but only one team member must submit the final report via TurnItIn.

**All deadlines are set for 11:59 pm (23:59), New York Time. You can check the current time in New York here.*

Important: Occasionally emails with invitations to take a survey are filtered into the Junk/Spam email folder. Please check your Junk/Spam email folder (search for messages with "X-Culture" in subject line) if you don't receive a survey invitation message around the date specified in the table above.

Formatting Guidelines

- The report must be 20-35 pages long including the title page, executive summary, and references.
- The Title Page must contain team number, client company name, names, emails, and countries of residence of all the team members. If there any of the team members dropped out or did not contribute to the report, please still list them, but add a note "Did not participate".
- The report must also contain a 300-400 word Executive Summary that provides a review of the key points and recommendations; bullet-list format recommended.
- Number all pages in your team report.
- Margins should be 2.5 cm (one inch) at the top, bottom, and sides of the page.
- Font type should be 12-point Times New Roman throughout the report.
- Double-space all body text.
- Indent the first line of a new paragraph.
- The text should be left-aligned.
- All citations used must be cited in the text and in a reference list at the end of each report. In-text citations should include only the name of the author(s) and the date of the publication. Full references should be provided at the end of the report. Please use APA reference style.
- A picture is worth a thousand of words, so use of figures, graphs, pictures, as well as tables is encouraged. It is recommended these are included in the main body of the report. However, if you feel compelled to add additional important information that your client organization will have to see to fully understand your proposal, feel free to add an appendix.

Evaluation Guidelines

Here are the actual evaluation rubrics used by our expert appraisers to evaluate your final report:

Executive Summary (300-400 words):

7 - Is short but gives a very good idea about the key ideas of the business proposal
4 - Gives some idea about the key ideas of the business proposal, but some points remain uncertain; a bit too long; not to the point.
1 - Not possible to figure out the key ideas of the business proposal from the summary, too short or too long

Section 1: Analysis of the Competition (2-3 pages)

7 - A long list of Forcier's competitors (at least at least 3 other companies, preferably more) including their key characteristics, specialization, contacts, etc.; insightful analysis of strength and weakness of each company, looming threats and unrealized opportunities.
4 - A good overview, but some competitors omitted, insufficient details, insufficient analysis of strengths and weaknesses of different companies.

1 – No competition identified, descriptions incomplete, information inaccurate, analysis lacks insight.

Section 2 Clients (2-3 pages)

7 - A long list of Forcier's potential (at least at least 5 donors, granting agencies, governmental and NGO organizations, preferably more) including their key characteristics, specialization, contacts and other useful information.
4 - A good overview, but some potential clients omitted, insufficient details.
1 – No potential clients identified, descriptions incomplete, information inaccurate, analysis lacks insight.

Section 3: Projects (2-3 pages)

7 - A long list of development/humanitarian projects in Africa (at least at least 5 projects) including key facts about each, and other useful information.
4 - A good overview, but some projects omitted, insufficient details.
1 – No projects identified, descriptions incomplete, information inaccurate, analysis lacks insight.

Section 4: Market (2-3 pages)

7 – The choice of markets is feasible, supported by very strong arguments; detailed market description with information on each dimension listed by the client (languages, culture, religions, etc…), figures supported by references to credible sources
4 – A good choice but weak argumentation, insufficient analysis of some market characteristics.
1 – Market choice makes no sense, descriptions incomplete, information inaccurate, analysis lacks insight.

Section 5: Operating Costs Analysis (2-3 pages)

7 – Excellent and detailed analysis of the operation cost in the proposed market, including analysis of the costs in each of the categories listed in the section instructions; figures supported by links to reliable sources, calculations provided where needed.
4 – Some important figures missing, estimates are not supported by reliable sources, calculations not take into account all relevant factors.
1 – Most key figures missing, calculations contain errors, the report is not useful.

Section 6: Staffing (1-4 pages)

7 – Clearly explains staffing strategy and provides a convincing argumentation for why this strategy is optimal given the earlier proposed market and entry mode. Provides sufficient detail with respect to recruitment, selections and compensation and considers local labor laws, culture and tradition; contains leads for potential candidates.
4 – The suggestions make sense but are not supported with strong arguments, insufficient details provided; or the strategy does not take into account market specifics.
1 – The suggestions make no sense, the explanations are not provided or are not convincing, cultural, legal, and economic factors specific to the market are completely ignored.

Section 6: Other Suggestions (1-4 pages)

7 – Identified many other important areas that are vital to Forcier's success and provided insightful recommendations, supported the recommendations with strong arguments, links to reliable sources when needed.
4 – Identified some important areas that are vital to Forcier's success, provided marginally useful recommendations, supporting arguments weak, not always linked reliable sources.
1 – No additional important areas identified, no recommendations, or recommendations that do not appear insightful.

Formatting and Presentation:

7 - Excellent grammar, easy to read, clean and professional formatting, clear structure, use of graphics, tablets, charts, pictures to present important data and explain your recommendations

4 - OK, but some problems

1 - Poorly formatted, impossible to follow, poor grammar, inconsistent formatting

Submission Guidelines

The report draft and the final report documents must be submitted via www.TurnItIn.com. Only one team member must submit the documents on behalf of the entire team. The team member who will be submitting the draft and final report must follow these steps:

Part 1. Create a TurnItIn account (time required: 60-90 seconds).

1. On www.turnitin.com and click on the link "Create Account".
2. On the next window, under the "Create a New Account" heading, click on the "Student" link.
3. Enter the Class ID. Note the Draft and Final report submissions have different Class IDs:
   Report **Draft** Class ID: **11602283 for early track** and **11602292 for late track** (password xculture)
   Final report: Class ID: **11602285 for early track** and **11602296 for late track** (password xculture)

Note: if you already have a TurnItIn account, simply log on using your "old" login information, click on the "Enroll in Class" tab on the top, and repeat step 3.

Part 2: Submitting the paper (time required: 60-120 seconds)

4. Once the account is created, you can log into your account. Your home page will list your classes.
5. Select the correct class and click on the "Submit" button.
6. Choose Single File Upload. Make certain the file name only contains your team number (e.g., "123.pdf")
7. Click on "browse" to locate the paper saved to your computer.
8. Click on the file and click "open".
9. Click the "upload" button at the bottom.

Click "submit" to confirm your submission. Once the submission is finalized, you will see "Your submission was successful" on the top of the page. If you wait a few hours, you will see your "originality report" that shows how much and what parts of your report have been plagiarized.

Consent to Act as a Human Participant

Project Title: International Student Collaboration Project: Dynamics and Performance in International Virtual Teams
Project Director and Principal Investigator: Dr. Vasyl Taras.

One of the requirements of your International Business course is to complete an international collaboration exercise. You will be teamed up with several other students who are enrolled in similar International Business courses at universities around the world. Working as a team, you will be required to develop a business plan for an international company.

To help you better understand and interpret your experiences and to give you a chance to compare your own experiences with those of other students participating in the exercise, data about your prior international experiences and perceptions about international collaboration will be collected before and after the exercise. In addition, you will be asked to provide peer evaluations once the project is over, and the quality of the team reports will be evaluated by the instructor. A summary will be presented to you at the end of the project, so you can see how your experiences compare to those of other students, how attitudes and perceptions about international collaboration have changed, on average, over the course of the project, and how team composition and prior international experiences tended to affect group dynamics and performance.

Once the project is over, all personal information will be deleted from the dataset, and the data will be completely unidentified, making it impossible to match responses with the names of the people who provided them.

Most of the data will be collected online. Absolute confidentiality of data provided through the Internet cannot be guaranteed due to the limited protections of Internet access. Please be sure to close your browser when finished, so no one will be able to see what you have been doing.

The risks associated with your participation in the study are minimal.

Please note the data collected during the project may be used for the purposes of research, the results of which may be published in scholarly journals. Any publication will contain only a general summary of the results. No personal information will be reported or shared.

Because your performance in the exercise is counted towards your course grade, the research project is treated as one of the required course exercises/tests. You have the right to refuse to participate or to withdraw at any time. Your grade in the course will be adjusted accordingly, just as it would if you chose not to write a test or complete a homework assignment. If you choose to withdraw, you may request that any of your data which has been collected be destroyed unless it is in an unidentifiable state.

While participation in the project is required as part of your course, it is your right to disallow the use of the de-identified data you provide for research-related purposes. If you do not object that the data you provide during the project can be used for research-related purposes, and the results of the study can be disseminated through scholarly publications, keep this consent form for your records. If you object to the use of the data you will provide during the course project, please indicate so at the bottom of this form. Return the form to your instructor, and your data will not be used for any research-related purposes. The results of the study based on the data you provided will not appear in any resulting publications. Your decision to allow or to deny the use of the data you provide during the project for research related purposes will have no effect on your grade.

If you have any concerns about your rights, how you are being treated or if you have questions, want more information or have suggestions, please contact Eric Allen in the Office of Research Compliance at UNCG at (336) 256-1482. Questions, concerns or complaints about this project or benefits or risks associated with being in this study can be answered by Dr. Vasyl Taras who may be contacted at (336) 256-8611 or v_taras@uncg.edu.

If significant new information relating to the study becomes available which may relate to your willingness to continue to participate, this information will be provided to you.

For a copy of the approval letter from the Office of Research Compliance of the Institutional Research Board, please visit www.vtaras.com/11-0260_IRB_Approval.pdf

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I do not grant the right to use the de-identified data I will provide during the project for research-related purposes or disseminate the data through a publication in scholarly journals or in any other form. I understand that my decision to not allow the use of the data for scholarly research will have no effect on my course grade.

Name: ______________________

Signature: ______________________