



# X-Culture Academy Handbook

For kids ages 10-17

Updated: August 28, 2018



Learning by Doing

*Tell them and they will forget.  
Show them and they will remember.  
Engage them and they will understand.*

## What Is X-Culture?

X-Culture was launched in 2010. It was originally designed for university students. The idea was to put students into international online teams, where each student lived in a different country. As the students are working on a course project, they would collaborate across national borders, time zones, and cultural differences.

To find a colleague in another country who was teaching a similar course, the founder (Dr. Vas Taras) simply sent a call through [Academy of International Business](#). The response was very positive. Dozens of professors from around the world replied within the first hour. The X-Culture Project was born.

Universities from 7 countries (about 400 students total) participated in X-Culture in the first round. Since then, our team has been growing steadily. As of the 2018, close to 5,000 Master's and undergraduate students from over 140 universities in 40 countries on 6 continents participate in X-Culture each semester (see the [complete list here](#)).

In late 2012, X-Culture expanded beyond academia when about 100 corporate employees and other non-student professionals participated in the project.

In 2013, several companies teamed up with X-Culture and presented their real-life business challenges for our students to solve. Mercedes-Benz was our first partner and we even brought our 50 best students to the full-cycle Mercedes-Benz bus and truck factory near Istanbul, Turkey as part of the [X-Culture Global Symposium](#).

Ever since we partner with up to 10 companies every semester. The students are working on real-life international business tasks presented by real companies. Cooperation with the real businesses makes the project more practical and effective. In return, our client companies receive ideas from thousands of bright young people around the world – and like it so much that they offer jobs to the students who suggested the most interesting ideas.

In 2012, the first [X-Culture Global Symposium](#) was held in Florida as a part of the [AIB-SE](#) conference. [Mercedes-Benz](#) hosted the [X-Culture symposium](#) at its full-cycle bus and truck factory in Turkey in 2013. More recent meetings have been hosted by corporate partners including the [Home Depot](#), [Louis Vuitton](#), [JBC](#), [Hard Rock International](#), [Perkins](#), [Nuova Simonelli](#), [Eurosuoile](#), [Cocci Grifoni](#), and [iGuzzini](#).

The opportunity to meet face-to-face with their teammates, exchange ideas, expand professional and personal networks further benefits our students.

In 2016, X-Culture Webinars with CEOs became standard. Additionally, our graduates created the X-Culture Alumni Association and the [X-Culture Coaching Program](#) was launched.

In 2017, X-Culture started experimenting with a program for pre-college children, and in 2018 the first class of 100 kids ages 9-17 completed the X-Culture project.

# Why?

## ***International Experience***

We live in a global world. In school, at work, in our personal lives, we increasingly must interact with people of different cultures. International experience helps us interact more effectively.

People with international experience are high in demand, but still low in supply. They are more likely to be admitted to good universities and get good jobs.

Teaching how to work with people from different cultures is notoriously hard. It is not something one can learn from books or lectures. Learning in a classroom how to interact with foreigners is like learning how to swim on a football field.

One must get in the water to learn how to swim. One must have a practical international experience to understand other cultures.

Three aspects of international teams that is hard to recreate in the classroom are finding opportunities to gain international experience, working within teams of more than two nationalities, and using technology to aid in communication across continents and time zone.

Unfortunately, it is not easy to find opportunities to gain international experience. International travel is costly. Even if one can afford to go overseas as a tourist, there is a big difference between being a tourist and being a co-worker.

Furthermore, international work teams tend to be comprised of more than two nationalities. It is not unusual to see work teams where each team member comes from a different culture. This fundamentally changes the group dynamics. Working in a team comprised of just two cultures is not the same as working in a team where every team member is from a different culture.

Lastly, the rapid development of online communication technologies makes it easier than ever before to work in globally dispersed teams. Most international interactions happen online. The group dynamics in virtual teams is much more complicated than in face-to-face teams. Ability to work in global virtual teams cannot be learned from books, by visiting other countries, or by working in traditional face-to-face teams. It can only be learned by working in virtual teams.

X-Culture is an inexpensive, safe, and an effective way to gain international experience and learn how to work in global virtual teams.

## ***Business Experience***

Just like international experience, business experience is hard to gain from books or lectures. It is hard to understand business theories without applying them in practice.

X-Culture students solve international business problems for real companies. The students receive detailed information about their client company and its products, have live webinars with company managers, present their work to their clients and receive feedback, and can even see their best ideas implemented.

Most talented trainees often receive internship and jobs offers. Many companies also offer after-market commission for proposals that lead to contracts.

In addition to international experience, X-Culture students also receive business consulting experience.

### ***Better Learning***

Our researcher shows that practical experience aids theoretical learning. Compared to control groups, students who also had the X-Culture experience as part of their International Business courses did better on the course exams. Same exam. Same questions. More correct answers if X-Culture is part of the course.

It is possible that the knowledge they gained during the project helped students answer exam questions. However, at least partially, better performance on the exams could be attributed to improved interest in the subject and stronger motivation to learn.

Practical application of the theories covered in the course helps students understand and appreciate the importance of the course materials. Seeing theory work in practice creates a sense of discovery, which makes learning more engaging and enjoyable.

We receive hundreds of letters from former X-Culture participants who share that the experience was so interesting that they read several additional books on International Business that were not even assigned for their course. Many also shared that because of X-Culture they changed their majors to International Business.

### ***A Better World***

Most importantly, X-Culture makes the world less divided and less hostile.

Our research shows that X-Culture reduces prejudice against people of other cultures, increases interest in working with people from other cultures, and increases confidence in one's ability to complete a project with people from other cultures.

These are very important outcomes.

With every X-Culture graduate, we reduce the chance of international conflict. With every X-Culture graduate, we increase the chance of successful international collaboration.

Literally, the more people who go through X-Culture, the less likely the next war is. The more people who go through X-Culture, the more likely we are to collectively find solutions to the challenges we face as a civilization.

## X-Culture for Kids

From the very beginning, the university professors who participated in X-Culture were asking if their own children can participate in the project. We would normally reject their requests. There is a big difference between a 23-year-old business student and a 13-year-old kid. Placing them on one team would not work.

The idea to create a separate “children’s” version of X-Culture has been around since around 2014. In 2016, we finally started experimenting with the idea. Our early experiments confirmed that children, perhaps as young as 9, are ready to work in international teams and complete simple business projects.

Inspired by the success of the initial tests, in 2017 we launched the X-Culture Academy program for pre-university youths, and the first cohort of 100 kids ages 9-17 graduated in the spring of 2018.

It is a new program and there are many uncertainties. The plan is to offer to the children the same program we offer to the university students. However, because the participants are younger and less prepared, the following changes have been made:

### **1. Age-appropriate challenges**

Industries and products that are more relevant to younger populations are selected for the challenges. For example, for the 2018-1 round, we have selected two clients: one is a toy maker and the other one is a network of private schools. The kids were asked to either design new toys, or to design a school of their dreams, and then develop a marketing and promotion for either product. In the program for kids, the challenge questions are also less technical (e.g., less financial analysis) and more creative (e.g., more product design).

### **2. More rigorous selection**

Most universities are selective and offer a rigorous training. The university students tend to be highly skilled. Also, X-Culture is part of a course grade, so the university students work hard to get good grades.

X-Culture Kids are not be pre-selected and trained by universities. They receive no grades. To compensate for this reduced selectivity and extrinsic motivation, stricter selection is needed, both to attract only most prepared applicants, and to make the project more prestigious to improve motivation.

### **3. More pre-project training**

Unlike university students who already have substantial training and are enrolled in International Business courses, kids and teenagers need to receive more detailed pre-project training in online collaboration, cross-cultural communication, business report writing, and the like.

### **4. More gamification**

For university students, the project is designed to resemble real business consulting projects: strict deadlines, dry communication, professional formatting of deliverables. X-Culture Kids rely on gamification and fun to provide the extra motivation.

### **5. More reliance on parents and teachers**

University students are mature and responsible. They require little guidance and oversight. We still work closely with their professors, but in most cases, the role of the professor is limited to grading students’ work. Younger children need much more supervision and guidance. They may need an adult by their side at all times: when having a team meeting on Skype, doing research, or writing the report. The older teens

(ages 14-17) may be able to do most of the work on their own, but for the younger kids (ages 10-13), it is not just the kids, but also their parents and teachers who enroll in X-Culture.

## Program Design

### **Pre-Project Training (4 weeks)**

A series of training modules, such as:

- Online Collaboration Tools (Skype, Doodle, Dropbox, Google Docs, WhatsApp, etc.)
- Cross-cultural communication.
- Problem solving in teams.
- Team leadership.
- The art of writing winning business proposals.
- Plagiarism and academic referencing.
- The basics of International Business.

### **Practical Training (8 weeks)**

The students work in global virtual teams:

- The trainees are placed in international teams (typically 5-7 people per team, each from a different country).
- The students are basically serving as consultants to real businesses and develop their solutions to real-life problems presented by our business partners.
- They experience the challenges and learn best practices of working in teams, communicating online, dealing with time-zones, and cultural differences.
- Students have webinars with the CEOs of their client organizations.
- After completion of the project, the teams submit their final business proposals.

### **Post-Project Reflections (4 weeks)**

After the reports are submitted:

- Students present their work in-class and/or in a live online teleconference.
- Students write papers where they reflect on their experiences.

## Benefits for Trainees

#### **1. International experience**

Complete a project in a team where each team member is from a different country.

#### **2. Business experience**

Solve a real business challenge for a real client company.

#### **3. New knowledge and skills**

Train in cross-cultural communication, online collaboration tools, international business, business writing and presentation, and more.

#### **4. Personal and professional network**

Friends around the world, contacts at many universities and several companies.

5. **Cultural intelligence**

A documented significant improvement in cultural intelligence from before to after the project.

6. **X-Culture Certificate and Recommendation Letter**

You learn and grow. We provide a documented proof.

7. **Stronger resume and improved chances of a new start**

X-Culture experience makes you a much stronger applicant for a higher-education school, stipend or job.

## Benefits for Teachers

1. **Enhanced student learning**

Compared to control groups (no X-Culture), students in courses with X-Culture **do better on exams**.

2. **Improved teaching evaluations**

Compared to control groups, students who have X-Culture **give their teachers higher evaluations**.

3. **Research and publications**

X-Culture is a great **research platform** that provides high-quality, multi-source, multi-level longitudinal data. If you are interested in scholarly work, X-Culture will provide you with the necessary data.

4. **Professional network**

Meet the hundreds of educators and business professionals on the **X-Culture team**.

5. **Documented proof of your achievement:**

**X-Culture Global Educator Certificate** and support letters sent to your principal or department head. You do a great job; we make sure the world knows about it.

6. **X-Culture certificates for your students**

Students get **X-Culture International Business certificates**, which help with college and job applications.

7. **Helps us make education more interactive and experiential:**

The workplace is becoming global. Learning how to work across cultures in a classroom is like learning to swim on a football field. X-Culture is developing **new teaching methods** for the new today – and you can be part of our team.

## The Task

The goal of X-Culture is to give trainees an opportunity to complete a business project in an international team. The exact questions that the teams need to answer are less important than cross-cultural interactions, teamwork, and problem solving.

The trainees in X-Culture serve as business consultants to real companies and help solve their real-life international business challenges. Below are several **examples** of the problems that the students may be asked to solve:

Client: **Finnish Schools International**, a network of private schools that operate around the world, using the Finnish education methods and teachers from Finland.

### Challenge:

- Design the school of your dream. If you could design a school any way you want, what would it be like? What would you teach? How? How would you test if the kids are learning?
- In which country do you think parents would want to send their kids to your dream school?
- Research and describe this country. What do your teachers need to know about the country before moving there to teach the kids?
- How would you select the teachers for your schools? How and how much would you pay them?
- How much should studying in your dream school cost? Remember, you must make enough money to pay your teachers and for your building, electricity, etc.
- How would you convince the parents in this country to send their kids to your dream school? Where would you advertise your dream school, what would your ads say, and why?
- INTERESTING: We also noticed that in the teams that were working on this challenge, the kids spend some time talking about their own schools, showing pictures or live video streams from their classrooms, interviewing teachers. The kids seem fascinated and wanted to learn more about each other's schools, which was a useful exercise in and of itself.

Client: **Innospark**, a Lithuanian manufacturer of educational toys

### Challenge:

- Research who else is making educational toys and advise Innospark on how they can improve their product to make it more competitive.
- What would be the best new market for Innospark? In which country do you think people would buy toys like this?
- Research and describe this country.
- How would you sell toys in this country? Where would you advertise, what would your ads say, and why?
- What should be the price of Innospark toys in that country? Why?
- What is the best way to ship the toys to that country? Why?

The results need to be presented in a team report 10-20 pages in length.

## Communication

### Among students in teams

The communication among the students starts via email. Email is the most universal online communication method worldwide. Just about everyone has an email account and knows how to use email.

Students are trained in how to use other online communication and collaboration tools such as Skype, WhatsApp, Viber, Facebook closed groups, Dropbox, Google Docs, and the like. The teams are free to choose any communication methods.

Most teams start with email and continue using emails throughout the project, but many also create a closed group in Facebook or WhatsApp, have occasional meetings in Skype, and also use either Dropbox or Google Docs.

We have considered creating a proprietary communication platform where students would log in and communicate with their team members. However, we have decided to rely on publicly available tools for several reasons. First, they are better, more functional, and develop faster than a platform we could develop on



our own or license from someone else. Second, the publicly available online communication and collaboration tools that the students learn to operate during the project, the students can continue using after the project, which will benefit them in the future.

### **With parents/teachers**

All communication with parents/teachers is done via email. This includes regular communication, announcements, reminders and detailed weekly performance reviews for their children.

Teachers working with classes of 3 or more students may receive a performance review for each of their students in an attached Excel file.

Additionally, we are organizing regular live webinars where parents can interact with the project administrators and other parents/teachers.

## Time Investment

The X-Culture trainees (and for younger trainees their teachers and parents) should expect to invest a considerable amount of their time and effort.

### Trainees

Task	Hours
<i>Pre-Project Theory Training (4 weeks)</i>	
Studying training materials	2-3 per week
Weekly theory test	1 per week
<i>Practical Training (8 weeks)</i>	
Correspondence with teammates, per week	1-2 per week
Research and report write up, per week	1-2 per week
Other unexpected tasks and issues that need to be addressed	1-2 per week
<i>Post-Project (4 weeks)</i>	
Preparation for presentation	2-3 total
Presentations (in class or online)	1-2 total
Writing a reflections paper	4-5 total
Average per week over the 4 months	3-6 per week
TOTAL over the 4 months	40-80 total

### Teachers/Parents

Task	Hours
<i>Pre-Project Theory Training (4 weeks)</i>	
Orientation session	1 total
Studying documents in the project package	2-3 total
Helping students	1-2 per week
Optional webinars with the project administrators	1 per week
<i>Practical Training (8 weeks)</i>	
Helping students	1-2 per week
Optional webinars with the project administrators	1 per week

### *Post-Project (4 weeks)*

Helping students prepare for their presentations	2-3 total
Attending students' presentations	1-2 total
Helping students write post-project reflection papers	up to 1 total
Distributing Achievement Certificates to the students (teachers)	1 total

Average per week over the 4 months	1-3 per week
TOTAL over the 4 months	20-40 total

## Teams

Each team is comprised of 5-6 students. We have experimented with different team sizes. Smaller teams have an easier time coordinating and managing their efforts. However, smaller teams are vulnerable to mid-term dropouts and/or lack of participation of team members.

When forming teams, we try to maximize cultural diversity within a team. For the younger participants, we match them by age so that the age of the members of the same team is +/- one year.

Depending on the number of participants from different countries, it is possible that some teams have multiple students from the same country (e.g., two students from the U.S., four more students each from a different country).

## Performance Appraisal and Management

To be able to identify problems early on, we monitor every student's performance and provide help once problems are identified. The following performance indicators are tracked:

### **1. Four weekly theory tests**

At the end of each of the four weeks of the pre-project training, the trainees are taking a test. The tests are designed to evaluate the students' ability to work with information and learn the skills that are necessary for completing a business consulting project in an international team.

However, the four tests are also used as a selection tool. X-Culture is a team project. If one team member is not performing well or drops out in the middle of the project, the entire team suffers. Students who are not motivated or disciplined enough to complete their weekly assignments and pass the tests by the deadline are probably not ready to work in a team. Therefore, missed tests or unsatisfactory performance on the tests result in an exclusion of the trainee from the program.

### **2. Weekly progress surveys**

At the end of each of the eight weeks of the practical training, each student is asked to complete a progress survey. The survey asks how the student and the team are doing, how they are progressing with their task, and what kind of help may be needed.

### **3. Weekly peer evaluations**

The weekly progress surveys also asks the students to evaluate each of their team members in terms of their effort, intellectual contribution, leadership, and friendliness.

#### 4. Weekly deliverables

Each week, the teams are asked to submit a draft of a particular section of their report. The weekly deliverables are not used to select the winning team, but to monitor how well the team is progressing with their task and to provide feedback on the team's work.

#### 5. Plagiarism

After the project is over, the reports submitted by the teams are automatically checked for plagiarism. Reports that contain plagiarized work will be excluded from the competition. A training module on plagiarism will be offered to the students in the pre-project training phase.

#### 6. Report quality

Each team report is evaluated by a panel of experts (university professors and client company representatives). The winning teams is selected based on the quality of their team report.

#### 7. Reflection paper quality

After the project is over, the students write a reflection paper that describes what they have learned from working in an international team and how they can use this knowledge in their future careers. The papers are evaluated for quality and the students receive feedback on their work.

## Underperforming Students

It is our goal and expectation that every student who is admitted to the X-Culture Academy successfully completes the program. However, X-Culture is a team project. Students who do not meet the expectations of their teams may be excluded from their teams.

The reasons for exclusion could be the following:

- **Missed or failed one of the weekly theory tests.**  
Students who fail the theory test will be given a chance to re-take it, but a failure on the second attempt will lead to the exclusion from the program.
- **Low peer evaluations**  
Peer evaluations are measured on a 5-point scale (5=excellent, 4=good, 3=acceptable, 2=low, 1=bad). Peer evaluations below 2.5 will result in a warning. If the peer evaluations do not improve next week (2.5 or less two weeks in a row), the student will be excluded from the team.
- **Disrespectful behavior**  
Instances of conflicts and disruptive behaviors (bullying, excessive confrontation, obscene language) will be investigated and may lead to exclusion of students from the project.

Instances, when students underperform to the extent when they must be excluded from the project are extremely rare. Even if somebody is having difficulties meeting the team's expectations, we try to provide help and guidance, which almost always helps.

## Cannot Change Teams

Occasionally, we get a request from a student who asks to be transferred to another team.

Over the 7 years, over 40,000 students and over 7,000 teams participated in the X-Culture project and we have dealt with hundreds of requests for a team transfer. We tried different strategies, including transferring students to different teams. The transfers almost never worked and almost always created more problems.

These requests cannot be granted. We never transfer students to a different team.

One of the main purposes of the X-Culture training is to allow students to experience the challenges of working in teams. Working in teams is never easy. There will be always someone who is not working hard enough or whom you do not like. The key is to learn how to deal with it.

If we have evidence that there is a problem within the team, we will provide help and counseling and help the team resolve it. If there is someone on the team who is not participating or someone who is prone to conflicts, harassment, or bullying – that person will be excluded from the project. If several team members have to be excluded from the team, the remaining team may be merged with another smaller team. But our research shows that it is generally a bad idea to move one person to a new team in the middle of the project.

## Certificates and Recommendation Letters

Upon a successful completion of the X-Culture Project, the following documentation is distributed to the graduates:

### Students

- Personal performance review
- Personal Cultural Intelligence report
- Personal recommendation letter that comments on the student's experience and new skills and knowledge and recommends (if deserved) the person for advanced educational programs and jobs that require teamwork and complex business problem solving
- X-Culture Global Business Certificates

### Teachers

- X-Culture Global Educator Certificate
- Personal recommendation letters that comments on the teacher's experience with supervising students in experiential and team-based learning programs and recommends (if deserved) the teacher for jobs that require such skills
- If requested, a letter to the teacher's supervisor (e.g., school principal) commenting on the teacher's achievement, the importance of the project to the students and the excellent (if deserved) job the teacher has done supporting his/her students throughout the X-Culture Project.

All the documentation will be provided for free in electronic high-resolution print-ready format.

It is extremely expensive and cumbersome to print, package, and mail out several thousand certificates and recommendation letters. Depending on the destination, mailing a stack of certificates may cost \$40 to \$70.

Therefore, we send out only electronic, print-ready PDF documents. They can be printed relatively cheaply locally. The price is usually only 10 to 20 cents per color copy printed on high-density, high-gloss paper. However, we will be happy to send you a professionally printed copy of your certificate and other documents, including framed copies, if you can cover the cost of the print and shipping. More information [here](#).

## Winner Awards

Additionally, the members of the Best Team receive additional Winner certificates. They will also be invited to the [X-Culture Global Symposium](#) where they meet their team members and other X-Culture graduates, and participate in the program designed to prepare students for a successful career.

## Enrollment Options

There are three main modes of enrollment in X-Culture:

### 1. Professor/Teacher

All university students and many X-Culture Academy students are enrolled in X-Culture by their professors/teachers. The teacher submits an application on behalf of the entire class, so all students who take the professor's/teacher's course are automatically enrolled in the program. However, being in a course like this does not guarantee a placement on an X-Culture team. The students still have to complete the pre-project training and pass the theory tests, to qualify, to be placed on teams.

### 2. A Formal/Informal Club led by a Teacher or Parent Instructor

Often, it is impossible to add a project, like X-Culture, to a formal course and make it mandatory (or optional) for all students in the course. So many teachers create an X-Culture club and invite kids from their school to join it. It can be a formal club, similar to the various chess clubs, orchestra, or sports teams that often operate on the school premises, or it can be an informal club that simply meets from time to time and is led by the teacher.

A parent can also organize such a club. Children have more fun and learn better when there are other children from their city in X-Culture. So after enrolling their own children, some parents talk to their friends, neighbors, other parents at school to invite more children to participate in X-Culture. They apply as a group (3 people or more). Even though each child from the group will be on a different international team, they still meet as a local group from time to time, share experiences, exchange ideas and support each other. Being among friends helps both students and parents.

### 3. Individually

Most professionals and some pre-college youths apply individually. Older participants (16+) can apply on their own, whereas parents typically enroll younger participants. Even though they have no local support group, they still have an equally good experience and they still meet other project participants (other parents, teachers, kids) in our regular live webinars.

## Privacy and Safety

We take the privacy and safety of our students very seriously.

- The students are placed on teams with children of their own age.
- The names and contacts of the students are shared only with their team members.
- Any data collected are deidentified at the end of the project. That is, once the project is over, all names and other identifying information are deleted from our dataset and only completely anonymous data will be used for research and project effectiveness evaluation purposes.
- Any instance of suspected privacy or safety violation will be immediately investigated and deal with.

## Partners, Not Clients

X-Culture is not a business or a service provider. X-Culture is a partnership of university professors, school teachers, parents, and students who come together to collaborate and provide their students with an opportunity to learn about other cultures, teamwork, and business through experience.

People pay private schools or tutors for educational services. X-Culture does not work that way. X-Culture is not being hired to deliver a service. We do not see you as a client.

We are all partners.

This means that everyone in the project has the right and obligation to contribute to the project. If you see something is not working well, do not get upset and demand the problem be fixed. Tell us about it and try to help us fix the problem, as a good partner would.

## The X-Culture Academy Flow

Sep 3 – Sep 30	<p><b>Theoretical Training</b></p> <ul style="list-style-type: none"> <li>• Each week, the students have to review several training modules.</li> <li>• The training modules for the week will be released on Monday.</li> <li>• The training modules are located here: <a href="https://x-culture.org/2018-1">https://x-culture.org/2018-1</a> (password: 20181).</li> <li>• The students should plan to spend 2-3 hours studying the training materials.</li> <li>• Each Wednesday, each student will receive an email with a personal link to the weekly Theory Test.</li> <li>• The students have until 11:59 pm on Sunday of that week to complete the Theory Test.</li> <li>• The test will require about 30 minutes to complete, but students can take as much time as they want to complete the test.</li> <li>• To pass the test, the students must correctly answer 80% or more of the test questions.</li> <li>• Only students who successfully pass the test will be allowed to proceed to the next week's training module.</li> </ul>
Oct 1 – Oct 7	Break
Oct 8 – Dec 2	<p><b>Practical Training</b></p> <ul style="list-style-type: none"> <li>• Students who pass all four Theory Tests are placed on international teams.</li> <li>• The students receive the names and email addresses of their team members.</li> <li>• The students start communicating by email, but can then use any other communication tools, such as Skype, WhatsApp, etc.</li> <li>• The Challenge Instructions for each client company are released.</li> <li>• Between October 1 and October 8, we will have a webinar with the CEOs of each client company. The CEOs will tell more about their companies and explain what kind of help they need.</li> <li>• The teams review the challenges and together select one that their team will work on.</li> <li>• Every Wednesday, each student receives a personal link to the Weekly Progress Survey. The survey asks to report how the student and the team are doing and how much they have completed so far. The survey are also asked to evaluate the performance of each team member.</li> <li>• The Weekly Progress Surveys are due by 11:59 pm on the Sunday of that week.</li> <li>• The teams have to complete and submit their team business proposal by 11:59 pm on April 29. The team business proposal must be 15-30 pages long.</li> </ul>
Dec 3 - Dec 30	<p><b>Post-Project Reflections</b></p> <ul style="list-style-type: none"> <li>• After the project is completed, the students will individually write a Reflection Paper where they will reflect on their experience in X-Culture, what they learned, and what they would do differently if they had to complete another project in an international team.</li> <li>• A teleconference will be held where the teams will present their work and students discuss their experiences.</li> <li>• The students receive their X-Culture Certificates and recommendation letters.</li> <li>• The best students will be invited to the X-Culture Symposium.</li> </ul>