



# **Practical Guidelines for Implementing Successful Projects in Multicultural Teams Across International Networks**

- Mona Pearl, DePaul University, USA
- Fabio Verruck, UCS, Brazil

# An Ongoing International Virtual Learning Experience

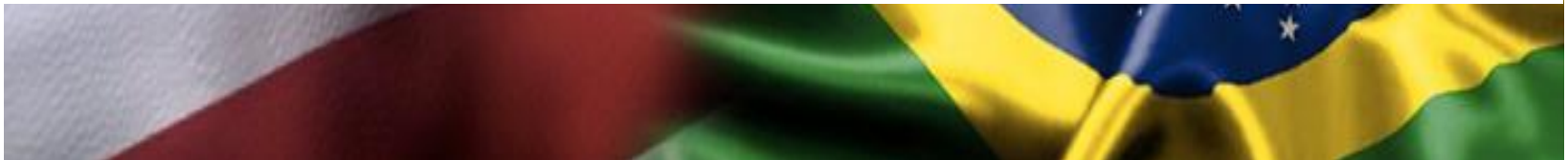
## 10 Weeks, Multiple Group Assignments Project




DEPAUL

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# Round #3: International Virtual Teamwork Exchange & Collaboration Internationalization through IAH Across Borders, Time Zones & Cultures

Chicago



DEPAUL

Caxias do Sul



UCS



# The Core Issue In Global Interactions

“Cultural differences are a nuisance at best and often a disaster.”

“Culture is more often a source of conflict than of synergy.”

## International Business

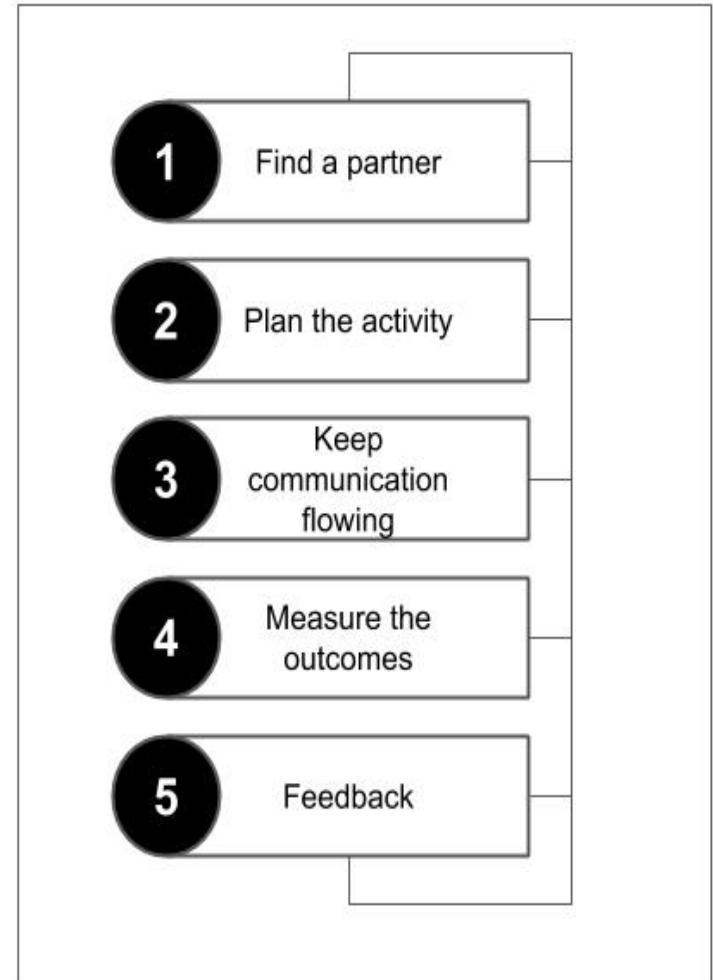
- Cultural Competence
- Problem Solving
- Teamwork
- Project Management
- Leadership
- Empathy



*Prof. Geert Hofstede,  
Emeritus Professor,  
Maastricht University*

# Our Tool Kits:

- Technology
  - Skype
  - Email
  - Whastapp
  - Qualtrics
- Cross-Cultural Tools
  - Professors
  - Students
- Planning
- Facilitation
  - Theory
  - Practice
- Virtual Teamwork



# PROCESS REVIEW



**It's all in the details**

# INTEGRATING THEORETICAL BACKGROUNDS

Week #	Chapter #	UCS Book	Chapter #	DePaul Book
<b>Week 1</b>	Chapter 1	What is International Business?	Chapter 1	Globalization
<b>Week 2</b>	Chapter 3	The Cultural Environment of International Business	Chapter 2	Cross-Cultural Business
	Chapter 2	Globalization of markets and the Internationalization of the Firm	Chapter 4	Economic Development of Nations
<b>Week 3</b>	Chapter 4	Ethics, Corporate Social Responsibility, Sustainability, and Governance in International Business	Chapter 3	Political Economy and Ethics
<b>Week 4</b>	Chapter 5	Theories of International Trade and Investment	Chapter 5	International Trade Theory
<b>Week 5</b>	Chapter 6	Political and Legal Systems in National Environments	Chapter 6	Political Economy of Trade
<b>Week 6</b>	Chapter 7	Government Interventions and Regional Economic Integration	Chapter 8	Regional Economic Integration
	Chapter 14	Foreign Direct Investment and Collaborative Ventures	Chapter 7	Foreign Direct Investment
<b>Week 7</b>	Chapter 8	Understanding Emerging Markets		
	Chapter 9	The International Monetary and Financial Environment	Chapter 9	International Financial Markets
	Chapter 10	Financial Management and Accounting in the Global Firm	Chapter 10	International Monetary System
<b>Week 8</b>	Chapter 11	Strategy and Organization in the International Firm	Chapter 11	International Strategy and Organization
	Chapter 12	Global Market Opportunity Assessment	Chapter 12	Analyzing International Opportunities
<b>Week 9</b>	Chapter 13	Exporting and Global Sourcing	Chapter 15	Managing International Operations
	Chapter 16	Marketing in the Global Firm	Chapter 14	Developing and Marketing Products
	Chapter 15	Licensing, Franchising, and Other Contractual Strategies	Chapter 13	Selecting and Managing Entry Modes
<b>Week 10</b>	Chapter 17	Human Resource Management in the Global Firm	Chapter 16	Hiring and Managing Employees





# SCHEDULE OF ACTIVITIES


Week	Dates	Course Component/Assignment(s) for us to work on	Due Dates
	January - February, 2018	<ul style="list-style-type: none"> <li>Have the syllabus ready</li> <li>Detailed assignment instructions</li> <li>Detailed group protocols</li> <li>Share resources for cultural competency self-test</li> <li>Rubrics for grading</li> <li>Decide on what time zone works for work submission</li> <li>Divide the classes into working groups</li> <li>Have joint D2L site and modules ready and tested</li> <li>Have a joint welcome recording</li> <li>Provide the students with a list of companies to choose from</li> </ul>	<ul style="list-style-type: none"> <li>By March 10</li> </ul>
1	April 2, 2018	<ul style="list-style-type: none"> <li>Make sure all students are participating in the icebreaker discussion/introduction</li> </ul>	<ul style="list-style-type: none"> <li>By April 8</li> </ul>
2	April 9, 2018	<ul style="list-style-type: none"> <li>Approve outlines for paper #1</li> </ul>	<ul style="list-style-type: none"> <li>By April 15</li> </ul>
3	April 16, 2018		<ul style="list-style-type: none"> <li>By April 22</li> </ul>
4	April 23, 2018	<ul style="list-style-type: none"> <li>Grade paper #1</li> </ul>	<ul style="list-style-type: none"> <li>By April 29</li> <li>Journaling</li> </ul>
5	April 30, 2018	<ul style="list-style-type: none"> <li>Approve outlines for paper #2</li> </ul>	<ul style="list-style-type: none"> <li>By May 7</li> </ul>
6	May 7, 2018		<ul style="list-style-type: none"> <li>By May 13</li> <li>Journaling</li> </ul>
7	May 14, 2018	<ul style="list-style-type: none"> <li>Grade paper #2</li> </ul>	<ul style="list-style-type: none"> <li>By May 20</li> </ul>
8	May 21, 2018	<ul style="list-style-type: none"> <li>Approve outlines for final paper</li> <li>Grade power points</li> </ul>	<ul style="list-style-type: none"> <li>By May 27</li> </ul>
9	May 28, 2018		<ul style="list-style-type: none"> <li>By June 3</li> <li>Journaling</li> <li>Team assessments</li> </ul>
10	June 4, 2018	<ul style="list-style-type: none"> <li>Grade final paper</li> </ul>	<ul style="list-style-type: none"> <li>By June 10</li> </ul>


Week	Dates	Course Component/Assignment(s)	Assignments Due
1	April 2, 2018	<ul style="list-style-type: none"> <li>Ice breaker and group introductions</li> </ul>	<ul style="list-style-type: none"> <li>Discussions &amp; introductions</li> <li>By April 8</li> </ul>
2	April 9, 2018	<ul style="list-style-type: none"> <li>Choose a company from a list provided</li> <li>Choose 2 countries</li> </ul>	<ul style="list-style-type: none"> <li>Submit 2 – 3 options</li> <li>By April 15</li> </ul>
3	April 16, 2018	<ul style="list-style-type: none"> <li>Research and write an outline for your first paper. Please see instructions in the syllabus and online</li> <li>Divide roles and responsibilities in your group</li> </ul>	<ul style="list-style-type: none"> <li>By April 22</li> </ul>
4	April 23, 2018	<ul style="list-style-type: none"> <li>Write paper #2</li> </ul>	<ul style="list-style-type: none"> <li>By April 29</li> </ul>
5	April 30, 2018	<ul style="list-style-type: none"> <li>Research and write an outline for your second paper focused on culture. Please see instructions in the syllabus and online</li> <li>Divide roles and responsibilities in your group</li> </ul>	<ul style="list-style-type: none"> <li>By May 7</li> </ul>
6	May 7, 2018	<ul style="list-style-type: none"> <li>Write paper #2</li> </ul>	<ul style="list-style-type: none"> <li>By May 13</li> <li>Journaling</li> </ul>
7	May 14, 2018	<ul style="list-style-type: none"> <li>Work on PPT. Please see instructions in the syllabus and online</li> <li>Divide roles and responsibilities in your group</li> </ul>	<ul style="list-style-type: none"> <li>By May 20</li> </ul>
8	May 21, 2018	<ul style="list-style-type: none"> <li>Research and write an outline for your final paper. Please see instructions in the syllabus and online</li> <li>Divide roles and responsibilities in your group</li> </ul>	<ul style="list-style-type: none"> <li>By May 27</li> </ul>
9	May 28, 2018	<ul style="list-style-type: none"> <li>Work on final paper</li> </ul>	<ul style="list-style-type: none"> <li>By June 3</li> <li>Journaling</li> <li>Team assessments</li> </ul>
10	June 4, 2018	<ul style="list-style-type: none"> <li>Summary and conclusion</li> <li>Share feedback &amp; experiences</li> <li>Share PPT and discussion</li> </ul>	<ul style="list-style-type: none"> <li>By June 10</li> </ul>


# SHARED FOLDERS








 **My Drive**


 Computers


 Shared with me

 Recent

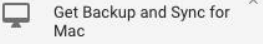
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 Trash

 Backups

 **Storage**

52.8 MB of 15 GB used  
[UPGRADE STORAGE](#)



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Name ↑	Owner	Last modified	Size
 GLE_GROUP 1	me	Mar 29, 2018 Mona Pearl	—
 GLE_GROUP 2	me	Apr 14, 2018 Hannah Husema...	—
 GLE_GROUP 3	me	Mar 29, 2018 Mona Pearl	—
 GLE_GROUP 4	me	Apr 4, 2018 me	—
 GLE_GROUP 5	me	Apr 2, 2018 Mona Pearl	—
 GLE_GROUP 6	me	May 9, 2018 Mona Pearl	—
 GLE_GROUP 7	me	Mar 30, 2018 Mona Pearl	—
 GLE_GROUP 8	me	Mar 26, 2018 Mona Pearl	—
 GLE_GROUP 9	me	Apr 4, 2018 Leticia Contini	—
 GLE_GROUP 10	me	Apr 22, 2018 Arthur Dalle Moll...	—
 GLE_GROUP 11	me	Apr 22, 2018 Allison Blake	—
 GLE_GROUP 12	me	Apr 24, 2018 me	—
 GLE_MONA_FABIO	me	Mar 19, 2018 me	—
 PESQUISA ÍNDICE DE INTERNACIONALIZAÇÃO	me	Jun 12, 2018 me	—

# IMPLEMENTATION

## International Business Course Collaboration

Synchronized our syllabus and curriculum.

## Assessments

Measure cross-cultural perception, progress and peer evaluation.

## PPT

Collaborate while integrating additional skills.

## Journaling

Compare experiences and perceptions.

## Group Communication

Getting to know each other and choose the research topic.

## Project

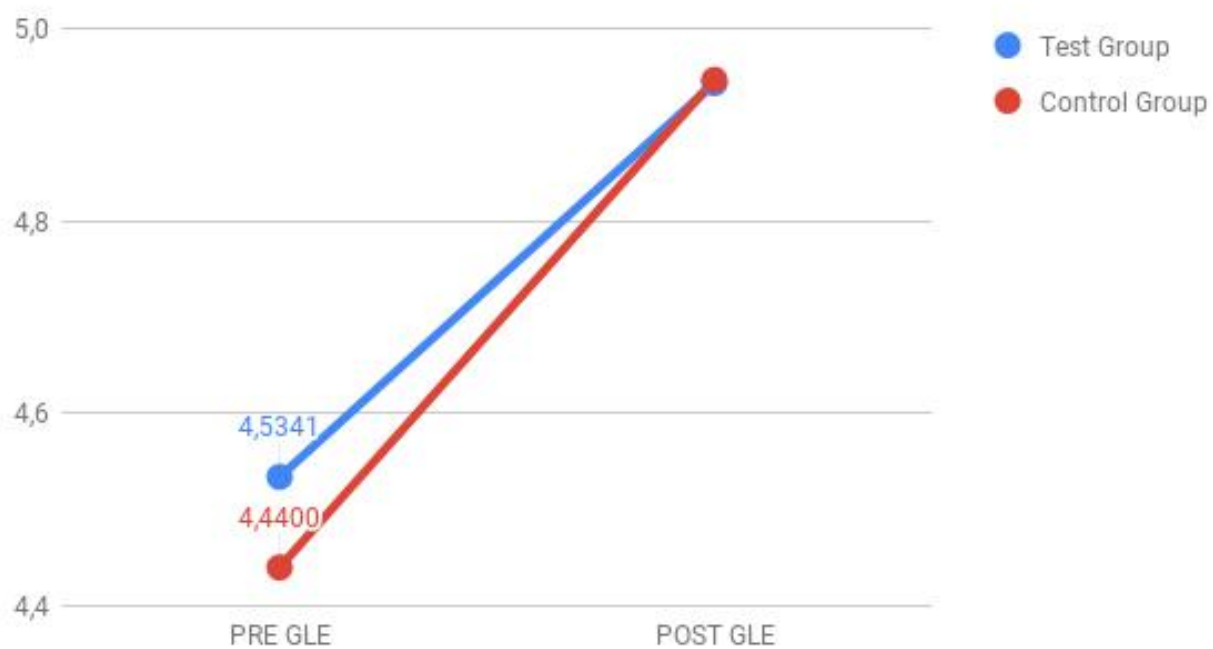
Work on a 3 part project of an internationalization of a company.



Questions	Mean before	Mean after	P-value
Q9 (How Do I Perceive My Cognitive Flexibility & Openness? - I know how to gain insight from another person to get a job done)	4.607477	5.015385	0.00562
Q13 (How Do I Perceive My Cognitive Flexibility & Openness? - When trying to solve a problem, I often can foresee several long-term consequences of my actions)	4.504673	4.784615	0.0418



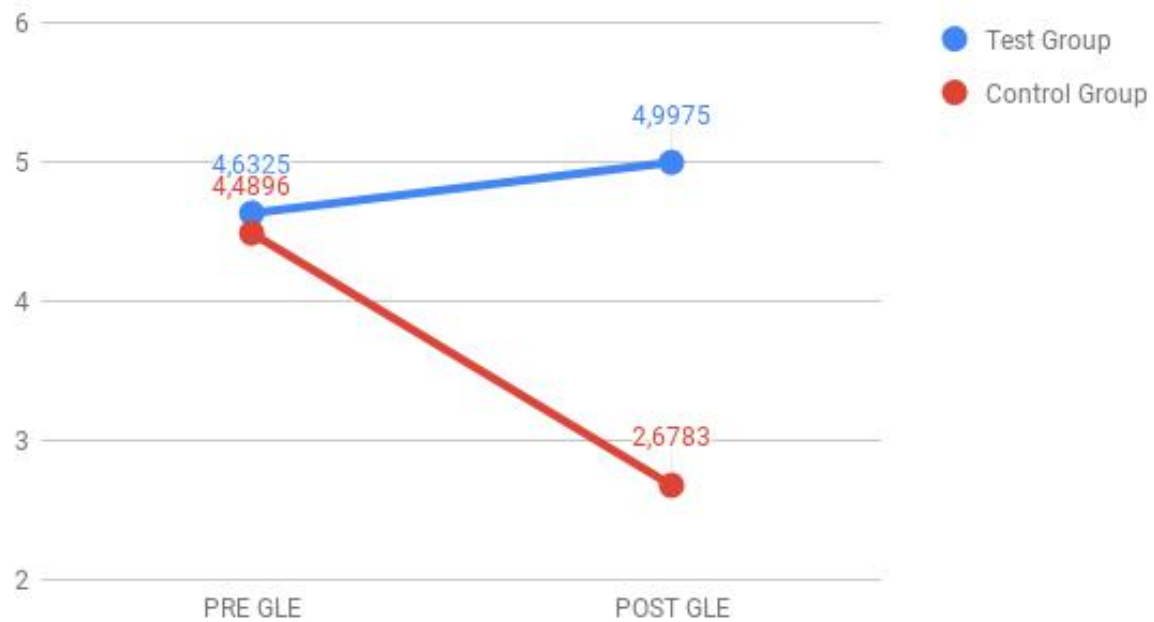
## WILLINGNESS TO ENGAGE







## COGNITIVE FLEXIBILITY AND OPENNESS

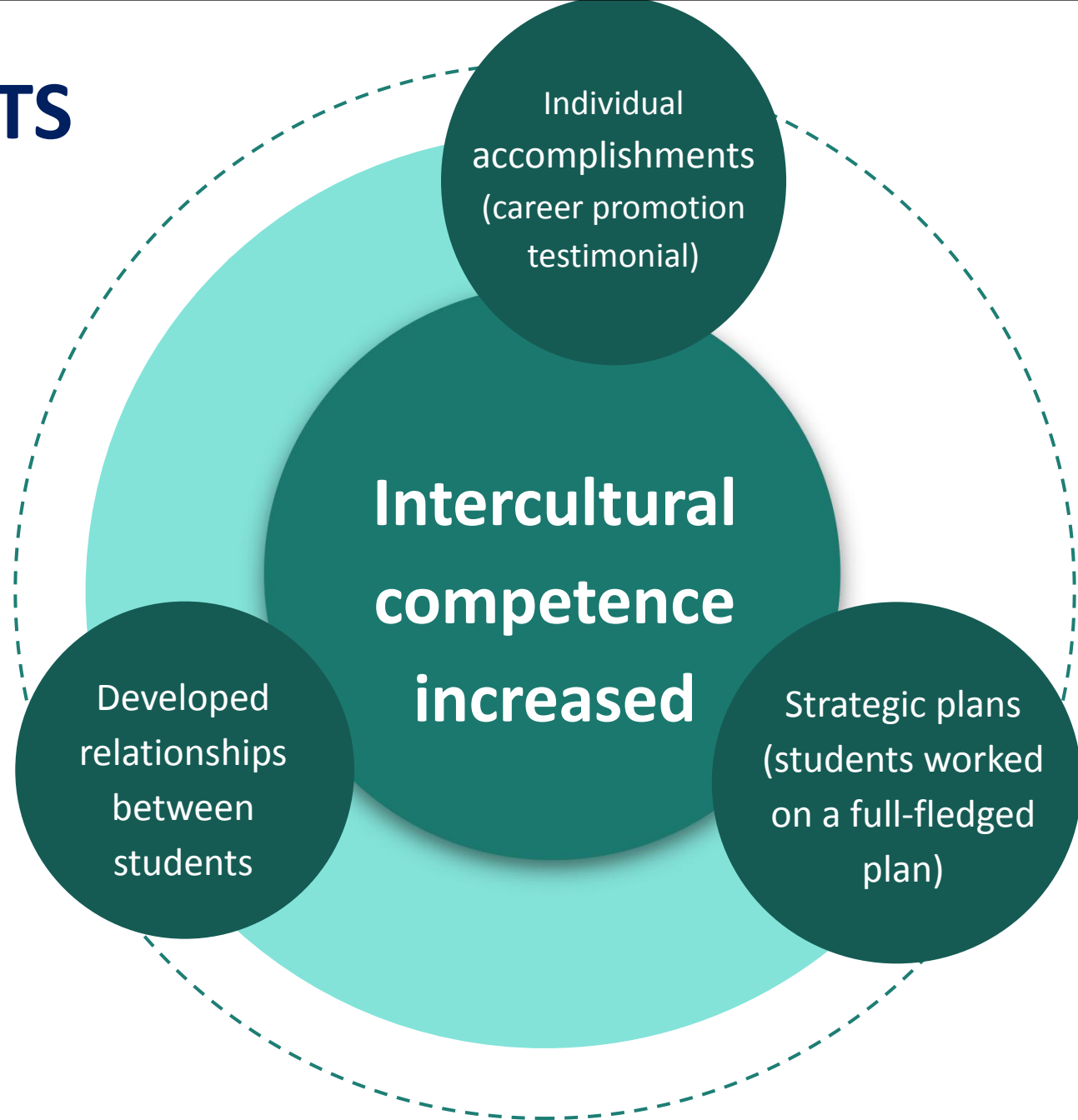




### CROSS-CULTURAL COMPETENCE (OVERALL AVERAGE)



# MAIN RESULTS



# Comments From Students' Journals



The fact that we didn't finish the paper early like we were hoping to was probably the most frustrating aspect of the experience for me. We all had the expectation that we would finish our parts of the paper by Friday, and then revise and turn in by Sunday. While I had finished and formatted my paper with references as such, we still had members that hadn't started their parts of the paper. Since this happened, we made it clear to the group that the paper should be completed by the deadline that is expected, and that if any trouble arises, it should be communicated to the group. (A.K. GLE group #11)



I've learned so far how to communicate in order to work with graduation students from another country and culture, since their system of dealing with deadlines is a little bit different from ours. In the case of communicating in a virtual team, I believe it's always a challenge, because the whole group has to be organized and efficient for the project to succeed, so everyone has to do their part along with the other members. One challenge during Paper #1 was to coordinate everyone's assignments. I asked the project leader to give us assignments in order to organize which part each of us should do. Despite that, it was still hard to get everybody to execute their parts. (L.C. GLE group #11).

# Comments From Students' Journals



In the end, this class taught me that communication and empowerment are essential when working in a group setting. Even though each of my group members came from different parts of the world and had completely different backgrounds, we were each able to find a common ground in the way that we communicated and in the way that we were each driven to succeed. I am thankful for the quarter and am thankful for the opportunity to work with such driven, diverse women. The quarter surprisingly taught me much more than just MGT 357 – I learned the value of communicating, and the magic that can be made when a group of women put their heads together. (C.M. GLE group #7)



It has been very interesting and easy for us. Our group is great, very nice and proactive people, what helps a lot. We need to listen to their ideas, also giving our opinion and reach an agreement. (...) It's a perfect way to learn how to deal with people from different cultures. Now it's just a job we're all learning and we have the opportunity to make mistakes. Maybe, in a professional business, we don't have this chance and we can lose in the negotiation. The more we practice and know other cultures, the more we are getting prepared to real life, as professionals. We also learn that we don't have to be afraid of these interactions, it's not hard to make a deal, we just need to be patient. (G.E.S. GLE group #7)



# Comments From Students' Journals



Communication across cultures taught me to be more conscious with U.S. slang and abbreviations. I avoided using any slang and abbreviations going forward with my team in order to evade any confusion or miscommunication. In a virtual team, I learned to better accommodate time differences between the U.S. and Brazil. This forced me to plan ahead on assignments, and to maintain fluid communication with all my team members in order to keep my team on track with assignments. Some challenges our team faced was lack of communication from some team members and procrastination. (G.L. GLE group #9)



It took some time for us to understand the goals of the activity, so in the first part of the project, things were a little bit confusing. After we got to understand how to work more efficiently everything started to adjust.

Overall, it was great to pass through this experience, which was very different from our usual routine of studies. I believe the lessons learned will contribute to the development of our competencies and increase our employability in the future. I thank to all the professors involved in this project (J. M. GLE group #9)

# NEXT STEPS

## Data Compilation



Continue our research and gather information from additional experiments.

## Adaptation



Learn from our research findings, adjust and integrate to future course structures.

## Publication

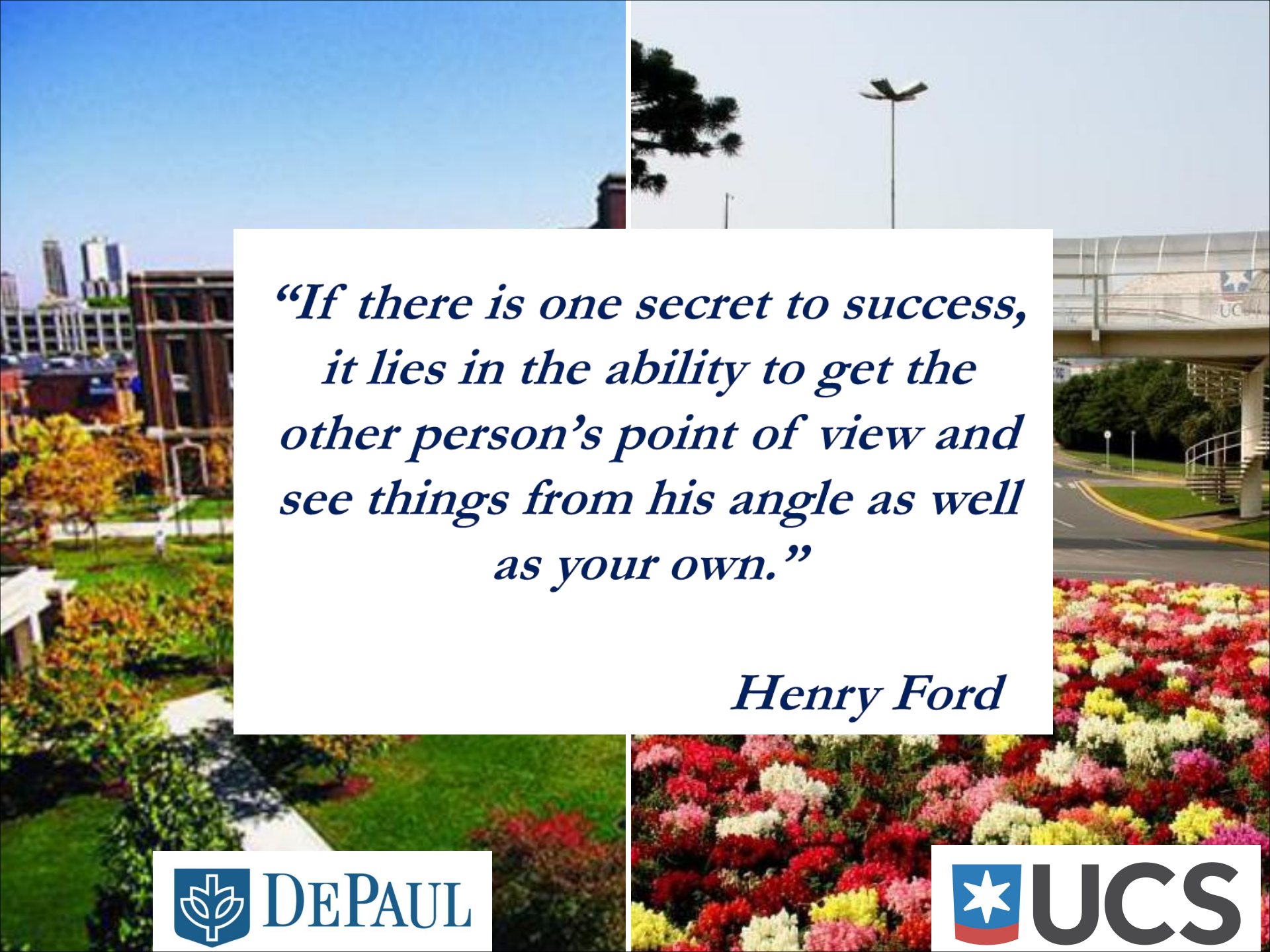


Publish our findings and share with the various communities in journals and conferences.

## Application



Develop a proven learning and training program to accelerate the development of CQ.



*“If there is one secret to success,  
it lies in the ability to get the  
other person’s point of view and  
see things from his angle as well  
as your own.”*

*Henry Ford*

