Background Briefing Report: Establishing Operations in a Foreign Country

Potential Topic Due: Wed, March 6, 2 pm at class meeting in Lehman Library Room 112
Research Proposal Due: Mon., March 25 (2-3 pages, single-spaced, 12-point font)
   Hard copy due in class. Electronic copy submitted to D2L Digital Dropbox.
Final Briefing Report Due: Mon., April 29 (8-12 pages, double-spaced, 12-point font)
   Hard copy due in class with grading sheet on last page attached. Electronic copy to D2L.

Imagine that you are an intern at International Consulting Group (ICG). You have been given an important assignment to prepare a background briefing report for a client, an organization hoping to expand overseas. Jonathan Skaff, the CEO of ICG, will evaluate your report. You want to make a good impression because you are hoping that the internship will lead to a full-time job or at least a strong recommendation letter.

Directions:
1) Choose a i) target country and ii) fictional client of one of the following types:
   a. An American educational company seeking to establish a small for-profit school of English in a city in a foreign country.
   b. An American non-governmental organization (NGO), which has received a major grant to establish a non-profit English-language school or social service center serving needs of women or youth.
   c. Another organization of your choosing (requires prior approval of Dr. Skaff).
   d. IS majors and PC Prep students must choose a country related to their Area Studies concentration. PC Prep students must choose a non-profit related to their work sector.

2) Research aspects of the target country pertinent to the organization’s efforts to expand overseas. Find information useful to the organization, including:
   a. Need in the target country and city:
      i. English-language school: What is the demand for English in the chosen city? Is there a lack of existing schools? What target populations might the school serve? For-profits should assess needs of the wealthy, and non-profits the needs of the poor.
      ii. Women’s or Youth Center: The center should be located in an urban or rural area where there is a need among the poor. In countries with multiethnic populations, the center should serve only one ethnicity. For the target location and ethnicity, consider what types of problems women or youth are facing and whether there is a lack of existing services.
   b. Workforce availability: Does the country have the required professional workforce to staff the school or center? If not, can foreign professionals be attracted as volunteers or hired affordably? To save money, can foreign professionals train locals to carry out staff duties?
   c. Legal guidelines and/or governmental permits required to set up a for-profit school or non-profit NGO. If foreign staff are needed, work visas should be researched too.
   d. Subjective cultural norms in the target country relevant to American employees in roles as administrators, teachers, counselors and/or staff trainers. Consider how American employees should be trained to interact effectively in the host country with colleagues and students or clients. In particular, consider cultural norms relevant to teacher-student interactions in the classroom, and/or relations between males and females, adults and children, or counselors and clients.
   e. Risk analysis of the target country for the organization’s operations: Is the country safe? Are there health risks? Will foreign-run schools or social service centers face resistance due to being culturally inappropriate or politically unpopular in the target country?
   f. Any other relevant issues.
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Dr. Jonathan Skaff

3) Prepare a Research Proposal (2-3 pages, single-spaced) due Mon., March 25 that includes:
   a. Title
   b. One-paragraph description of the proposed paper topic summarizing the results of research to date. Mention potential feasibility of setting up the school or social service center, any problems finding sources, and plans to complete research.
   c. Annotated bibliography in MLA style: List topic headings in order given below. Under each heading, provide 2-3 sources. Each source citation should have a short annotation (2-3 sentences) describing the article or book and explaining why it is relevant to the project. See model on next page:
      i. Need
      ii. Legality/Permits
      iii. Workforce availability
      iv. Subjective cultural norms
      v. Risk analysis

4) Write the Final Background Briefing Report (due Mon., April 29) using this organization:
   a. Introduction with a recommendation for or against expansion into target country (1 page).
   b. Body of paper with these topic headings. For each topic, provide information relevant to the organization’s efforts to expand in the target country (5-7 pages):
      i. Need
      ii. Legal/Permit requirements
      iii. Workforce availability
      iv. Subjective cultural norms
      v. Risk analysis
   c. Conclusion evaluating the prospects for success or failure of the organization in the target country with innovative solutions to potential problems that the organization may face (1-2 pages).
   d. Bibliography of works cited in MLA style. Cite your sources in the body of the paper with in-text citations in MLA style (1-2 pages). DO NOT INCLUDE ANNOTATIONS!

Write in a narrative format, but use headings to break up the paper into different sections required above. All sources must be library sources: NO INTERNET SITES ARE ALLOWED UNLESS LEHMAN LIBRARY PROVIDES LINKS TO THEM OR DR. SKAFF GIVES PERMISSION.

Quotations or ideas that you take from sources should be acknowledged with properly formatted MLA in-text citations and bibliography. Failure to acknowledge the source of a quote or an idea is plagiarism. Flagrant cases of plagiarism will result in a grade of “F” for the class. To avoid plagiarism:
   A. Place “quotation marks” around the words of another author. A good rule of thumb is to use quotation marks when you directly quote 4 or more words in a row.
   B. Always cite quotations or ideas that you have taken from another author.
   C. Do not copy another student’s paper. Allowing another student to copy your paper will be considered a case of academic dishonesty, and will carry the same penalties as plagiarism.
Model Annotated Bibliography (From paper on a women’s center in India)

i. Need


This source provides basic statistics comparing health access by gender and by income level. Most pertinent is the information regarding maternal mortality rates. While the whole country is listed as having just under 200 deaths per 100,000 births the number are in excess of 500 deaths in the low-income bracket.


The article deals with the prevalence of the HIV Virus in India. It shows that HIV rates in India are expected to grow as it has begun to spread into more rural and poor areas where people are at a higher risk of infection. This work and other information has shown that women have been rapidly increasing as a percentage of HIV affect people. It also details the lack of treatment and social stigma that surrounds AIDS in India.


This sources offers detailed analysis of Indian National Crime Records Bureau statistics pertaining to crimes against women. The article proposes two main findings. The first is that violence against women increased years during the study period of 2012-2014. Also, it suggests that ground level prevention and support is needed because new laws against these crimes have had little effect.


This article outlines the statistic surrounding malnutrition of Indian women, including its causes and effect on the lives and health of women. The article shows a major need for improved diets and eating practices in rural areas of India. It also shows the many other issues that can be remedied by changes in diet.
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Dr. Jonathan Skaff  

Grading Sheet (attach to Final Briefing Report)  

Grading:  
Grades of A will be awarded to papers that are 1) thoroughly researched, 2) present information on the target country relevant to the needs of the client, 3) persuasively evaluate the pros and cons of establishing the client’s organization in the target country, 4) express ideas in clear, mechanically sound writing, and 5) include citations and bibliography in proper MLA format.

I. Content (80%)  

<table>
<thead>
<tr>
<th>Need:</th>
<th><em>Excellent</em></th>
<th><em>Good</em></th>
<th><em>Fair</em></th>
<th><em>Poor</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal and permit requirements:</td>
<td><em>Excellent</em></td>
<td><em>Good</em></td>
<td><em>Fair</em></td>
<td><em>Poor</em></td>
</tr>
<tr>
<td>Workforce availability:</td>
<td><em>Excellent</em></td>
<td><em>Good</em></td>
<td><em>Fair</em></td>
<td><em>Poor</em></td>
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<td>Subjective cultural norms:</td>
<td><em>Excellent</em></td>
<td><em>Good</em></td>
<td><em>Fair</em></td>
<td><em>Poor</em></td>
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<tr>
<td>Risk analysis of operations in target country:</td>
<td><em>Excellent</em></td>
<td><em>Good</em></td>
<td><em>Fair</em></td>
<td><em>Poor</em></td>
</tr>
<tr>
<td>Introduction/Conclusion:</td>
<td><em>Excellent</em></td>
<td><em>Good</em></td>
<td><em>Fair</em></td>
<td><em>Poor</em></td>
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A=72-80, B=64-71, C=56-63, D=48-55, F=47 or lower  

II. Writing mechanics (20%)  

<table>
<thead>
<tr>
<th>A=4, B=3.5, C=3, D=2.5, F=2 or lower</th>
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</thead>
<tbody>
<tr>
<td>Grammar and word usage (4%)</td>
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<tr>
<td>Spelling, capitalization, and punctuation (4%)</td>
</tr>
<tr>
<td>Organization (4%)</td>
</tr>
<tr>
<td>Readability (4%)</td>
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<tr>
<td>Bibliography &amp; citations (MLA) (4%)</td>
</tr>
</tbody>
</table>

Total  
_______

Correction Symbols Used in Grading Paper  

<table>
<thead>
<tr>
<th>agr</th>
<th>wrong agreement (noun-verb or noun-noun)</th>
<th>run-on</th>
<th>run-on sentence</th>
</tr>
</thead>
<tbody>
<tr>
<td>awk</td>
<td>awkward sentence</td>
<td>sp</td>
<td>wrong spelling</td>
</tr>
<tr>
<td>cit</td>
<td>citation needed</td>
<td>trans</td>
<td>poor transition (between sentences or paragraphs)</td>
</tr>
<tr>
<td>frag</td>
<td>sentence fragment (usually a sentence lacking a verb)</td>
<td>tn</td>
<td>wrong verb tense</td>
</tr>
<tr>
<td>org</td>
<td>organization problems</td>
<td>unc</td>
<td>unclear phrase, sentence, or paragraph</td>
</tr>
<tr>
<td>redun</td>
<td>redundant (using different words to say the same thing more than once)</td>
<td>wf</td>
<td>wrong grammatical form of word</td>
</tr>
<tr>
<td>rep</td>
<td>repetitious use of the same word</td>
<td>ww</td>
<td>wrong word usage</td>
</tr>
</tbody>
</table>

¶ new paragraph needed