INT 200: Introduction to International Studies  
Dr. Jonathan Skaff

Background Briefing Report: Establishing Operations in a Foreign Country

Potential Topic Due: Thurs., Oct. 19, 11 am at class meeting in Library Room 112  
Research Proposal Due: Tues., Oct. 31 (1-2 pages, single-spaced, 12-point font)  
   Hard copy due in class. Electronic copy submitted to D2L Digital Dropbox.  
Final Briefing Report Due: Thurs., Dec. 7 (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 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 small women’s counseling center in a foreign country.
   c. Another organization of your choosing (requires prior approval of Skaff).
   d. IS majors should choose a country related to their Area Studies and foreign language specializations.

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:
      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?
      ii. Women’s Center: The women’s center should be located in an urban or rural area where there is a need. In countries with multiethnic populations, the women’s center should serve only one ethnicity. For the target location and ethnicity, consider what types of problems women are facing and whether there is a lack of existing women’s centers.
   b. Legal guidelines and/or governmental permits required to set up a for-profit school or non-profit NGO.
   c. Workforce availability: Does the country have the required workforce to perform the necessary duties? If not, can Americans or other foreigners be hired affordably?
   d. Subjective cultural norms in the target country relevant to employees in roles of administrators, teachers and/or counselors, and students or female clients. Consider how American employees should be trained to interact effectively in the host country with colleagues and students or female clients. In particular, consider cultural issues such as norms of teacher-student interactions in the classroom, and male-female relations.
   e. Feasibility of the target country for the organization’s operations: Are foreign-run schools or women’s centers desired or culturally appropriate? Is it safe?
   f. Any other relevant issues.
3) Prepare a **Research Proposal** (due Tues., Oct. 31) that includes:
   a. **Title and one-paragraph description** of the proposed paper topic summarizing the results of research to date.
   b. **Annotated bibliography in MLA style**: There should be 2-3 sources for each topic. List each source under the appropriate topic heading:
      i. Need
      ii. Legality/Permits
      iii. Workforce availability
      iv. Subjective cultural norms
      v. Feasibility
      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.

4) Write the **Final Background Briefing Report** (due Thurs., Dec. 7) using this organization:
   a. **Introduction** with recommendations *for or against* expansion into target country (1 page).
   b. **Body of paper** with these subject headings for each section:
      i. Need
      ii. Legal/Permit requirements
      iii. Workforce availability
      iv. Subjective cultural norms
      v. Feasibility
      **All information should be relevant to the organization’s efforts to expand in the target country** (5-7 pages).
   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).

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 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 may 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.
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%)

Need: ___Excellent ___Good ___Fair ___Poor
Legal and permit requirements: ___Excellent ___Good ___Fair ___Poor
Workforce availability: ___Excellent ___Good ___Fair ___Poor
Subjective cultural issues: ___Excellent ___Good ___Fair ___Poor
Feasibility of operations in target country ___Excellent ___Good ___Fair ___Poor
Introduction/Conclusion: ___Excellent ___Good ___Fair ___Poor
A=72-80, B=64-71, C=56-63, D=48-55, F=47 or lower ______

II. Writing mechanics (20%)
A=4, B=3.5, C=3, D=2.5, F=2 or lower
Grammar and word usage (4%) ______
Spelling, capitalization, and punctuation (4%) ______
Organization (4%) ______
Readability (4%) ______
Bibliography & citations (MLA) (4%) ______
Total ______

Correction Symbols Used in Grading Paper

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