

III. Detailed Guidelines

Part A1a: Team Consultancy Project Proposal Presentation

1. Introduction of Speakers (suggested 100 words)

- Briefly introduce each team member and their role in the project.
 - Personal Introduction: Each member briefly states their name and academic background.
 - Role Explanation: Specify the role or area of responsibility of each member in the project (e.g., research, presentation, analysis).
 - Team Objective: State the collective goal or purpose of the team in this project.

2. Presentation Agenda (suggested 50 words)

- Outline the topics to be covered in the presentation.
 - Overview: Start with a quick overview of the topics to be covered.
 - Order of Presentation: List the order in which each topic will be discussed.
 - Expected Outcome: Briefly mention what the audience should expect to learn or understand by the end of the presentation.

3. Issues Impacting Cross-Cultural Communications (suggested 300 words)

- Discuss general issues related to cross-cultural communications in the business context.

How to choose issues:

→ Tips:

For your ONE key challenge, you can choose from one of the following topics and formulate your own problem statement. Examples of challenges:

- Lack of participation in multicultural student teams
- Conflicts in multicultural student teams
- Lack of trust in multicultural student teams
- The issue of stereotyping in multicultural student teams

- Leadership challenges in multicultural student teams
- Language barriers in multicultural student teams
- Cultural misunderstandings in multicultural student teams.

The flow you should follow:

- What is the multicultural team issue that you will be focusing on? (the key challenge)
- Describe this challenge with examples
- State your ‘**how might we**’ question and **problem statement**
 - Apply your understanding of ‘how might we’ that we have done as an activity in the class, frame your ‘how might we’ (HMW) question.
 - For example, if your challenge is about trust in a multicultural team, you may frame your HMW question as:
 - How might we improve multicultural student team performance through building trust?
- **PROBLEM STATEMENT:** International students are vital contributors to the diverse academic community. However, they frequently experience discomfort and a sense of incompetence in group settings due to communication barriers and cultural differences. This leads to reduced participation, which not only impacts their learning experience but also diminishes the group's potential to benefit from diverse perspectives.

4/ Literature Review (suggested 400 words): Summarize key literature and theories relevant to cross-cultural management

Hint

- Theory:
 - Hofstede's cultural dimensions theory: Hofstede's initial six key dimensions include power distance, uncertainty avoidance, individualism-collectivism, masculinity-femininity, and short vs. long-term orientation. Later, researchers added restraint vs. indulgence to this list.
 - Sources: [Hofstede's Cultural Dimensions Theory & Examples](#), [Hofstede's Cultural Dimensions Theory](#), [Hofstede's Cultural Dimensions](#)

- Hall's context theory: According to Hall's context theory (Hall and Hall [1990](#); Hall [1976](#)), different cultures have different ways of communicating; some communicate explicitly (low-context culture) while others communicate implicitly (high-context culture). Individuals' cultural background affects how well they are capable of comprehending messages (Hall and Hall [1990](#): 7).

■ Sources: [Two influential theories of cultural difference](#)

- Choose seminal works and contemporary studies in cross-cultural management. Focus on authors or theorists renowned in this field, such as Geert Hofstede, Fons Trompenaars, or Edward T. Hall.
- Identify the main themes in cross-cultural management, like cultural dimensions (e.g., individualism vs. collectivism), communication styles, leadership in different cultures, and the impact of cultural diversity on teamwork.

5/ Company Selection (suggested 150 words): Justify the choice of company for your research, focusing on its operations in Vietnam.

How to choose company:

- Search for companies with practices directly linked to your research themes.
- Analyze company policies and initiatives related to cultural diversity and global operations.
- Target companies known for a multicultural employee base.
- Identify companies with a presence in multiple countries.
- Identify companies with a presence in multiple countries.

Example

- Masan Group:
- Trung Nguyen Coffee
- VinGroup

6/ Interview Questions (suggested 150 words): Present and explain the proposed interview questions, linking them to theoretical concepts.

Hint

Objective: Investigate **reflect the themes of the course to learn about issues you might focus your presentation** (e.g: Cultural misunderstandings)

- **Data Collection Approach**

- + **Quantitative Method:** Survey, questionnaire

Example: The questionnaire consists of questions designed to gain background information (e.g. Please tell us about your company. What countries do you operate in? How many different nationalities work for you?)

- + **Qualitative Method:** In-depth Interview

A set of simple, non-controversial questions (Knight 2015)

Format: Offline/Duration, etc.

Interviewee's Characteristics

- Schedule 20-30 minute interviews conveniently located for participants
 - Record sessions with consent for subsequent analysis

Example of questionnaire:

1. Cultural misunderstanding takes places in a regular way.

1 (Strongly Disagree) 2 (Disagree) 3 (Neutral) 4 (Agree) 5 (Strongly Agree)

How are you going to collect the data?

- Who is your target sample? Why this group? If you are only collecting data from students of a particular gender, why is this? If you are only collecting data from students from a specific ethnic group, why is this? Provide your justifications on your sample selection.
- How can you reach this target group?
- You do not need to prepare the interview questions at this stage.

- **Preparing for the interview questions**

(1): What information shall we collect from the interview?

1. Info about the causes help you to analyse the phenomenon (depth)
2. Info about the participants' understanding, interpretation or perception help you to reveal misunderstandings
3. Info about their suggestions help you to formulate your recommendations to SIM

Preparing for the interview questions (2):

1. Interview questions should be directly related to your problem statement and research focus.
2. Ask specific examples (facts)
3. Ask what, when, why and how. - E.g., recall the best (or worst) leader in a multicultural team you have ever been a part of; can you describe what kind of leader he/she was? - Can you illustrate

this with an example? When did it happen? What happened? How did the team members react? What was the solution?

7/ Project Timeline (suggested 100 words): Present a Gantt chart and briefly describe the timeline.

Hint

- Gantt Chart Presentation:
 - Use a Gantt Chart Tool: Utilize software or online tools like Microsoft Project, Excel, or Gantt chart-specific tools for creating your chart.
 - Visual Layout: Ensure your Gantt chart is visually clear, with tasks along the vertical axis and time intervals along the horizontal axis.
 - Color Coding: Use colors to differentiate between various phases or types of activities (e.g., research, interviews, analysis).
- Key Milestones:
 - Identify Major Steps: Break down your project into major steps such as literature review, methodology preparation, conducting interviews, data analysis, report writing, and presentation preparation.
 - Set Specific Dates: Assign realistic dates for each milestone, like 'start and end dates for interviews' or 'report completion date'.
 - Include Buffer Time: Factor in extra time for unforeseen delays or extended research phases.
- Timeline Explanation:
 - Sequential Order: Explain how the tasks are arranged in a logical sequence, e.g., completing the literature review before conducting interviews.
 - Time Allocation Rationale: Justify the time allocated to each phase based on complexity or importance. For example, more time for data analysis if dealing with large amounts of qualitative data.
 - Realistic and Achievable: Ensure that the timeline is realistic, considering factors like availability of resources, team members' schedules, and deadlines for submission.
 - Flexibility Consideration: Mention any flexibility built into the timeline to
- Presentation checklist
For the presentation, you should:

- 1) Not read
- 2) Pay attention to delivery (voice, pace, eye contact, body movement, speed, cultural awareness)
- 3) Use strategies to keep audience's attention
- 4) Be professional; you are a consultant (not a student)
- 5) Time management (need to finish on time)

Part A1b: Team Consultancy Project Final Presentation

Once you have completed Steps 1-3 for Assessment 1.1

The next step involves the data collection process. As explained in the class, please remember the following points:

1. Because of research ethics, you cannot conduct formal interviews, surveys or experiments.
2. Cannot collect others' image or voice information
3. Primary info: Can use your personal experiences; having informal talk with the target group.
4. Secondary info: Need to search academic literature.
 - 10 academic references (general team literature + multicultural team literature)
 - Key words: culturally diverse teams✓, multicultural teams✓ global teams✗ virtual teams✗
5. Include references in your report.

Detailed guidelines

1/ Introduction of Speakers (suggested 50 words): Re-introduce the team and the objective of the final presentation.

- Quick Recap: Briefly recap the team's composition and each member's role.
- Presentation Objective: State the main objective or goal of this final presentation.

2/ Presentation Agenda (suggested 50 words): Outline what the presentation will cover.

- Content Summary: List the key sections of the presentation.
- Flow of Presentation: Indicate the sequence in which topics will be discussed.

3/ Company Background (suggested 200 words): Provide a detailed background of the chosen company.

Hint

The flow you should follow:

1. Company History

○ Founding and Evolution

- the year and location of the company's establishment. → founders and their initial vision or mission. → Outline any significant changes in the company's focus or strategy over time.

○ Major Milestones

- Identify key events like mergers, acquisitions, or strategic partnerships.
- Highlight significant product or service launches.
- Note any notable shifts in the company's market position or reputation.

○ Growth Trajectory

- Discuss the expansion of the company, both in terms of market reach and product/service offerings.
- Mention any periods of rapid growth or significant financial achievements.
- Address challenges faced and overcome, showcasing resilience and adaptability.

2. Global and Local Operations

○ Global Reach

- Detail the countries or regions where the company operates.
- Mention the scale of global operations, like the number of international offices or subsidiaries.

3. Cultural Diversity

○ Workforce Diversity

- Provide statistics or data on the diversity of the workforce (e.g., percentage of different nationalities, ethnicities).
- Discuss any notable diversity milestones or recognitions.

Example

Apple Inc., founded in 1976 by Steve Jobs, Steve Wozniak, and Ronald Wayne, evolved from a personal computer company to a leader in consumer electronics with the introduction of products like the iPod and iTunes. As of 2018, it was valued at \$1

trillion. In the US, its largest market, Apple generated 45% of its revenue in 2019. Europe and China are also significant markets, contributing 23% and 16.7% of its revenue, respectively.

The company's workforce is diverse, with 35.3% female and a racial composition in the US of 29.8% Asian, 9.2% Black, and 14.9% Hispanic/Latinx ([Wikipedia, 2023](#); [Market Realist, 2019](#); [Apple, 2023](#)).

4/ Interviewee Details (suggested 150 words): Introduce the interviewees and their relevance to the research.

- Interviewee Profiles: Provide a brief background of each interviewee (position, experience).
- Selection Rationale: Explain why these interviewees are relevant for the research.
- Contribution to Research: Discuss how the interviewees' insights contribute to understanding cross-cultural management issues.

Hint

The flow you should follow: Interviewee Profiles → Selection Rationale → Contribution to Research

- Process to collect answer from interview:
 - Whom did you talk to? Only mention the group – not the names of the interviewees
 - How many did you talk to? Each group member is expected to conduct a minimum of 3 informal interviews.
 - Why did you investigate this group of students? If you are only collecting data from students of a particular gender, why is this? If you are only collecting data from students from a specific ethnic group, why is this? Provide your justifications on your sample selection.
 - Think of your key interview questions – compile the questions as a group and attach these in the Appendix.
 - How did you divide the work of data collection among the team members?

1. Interviewee Profiles

- Professional Background
 - Specify the interviewee's current role in the company and department.
 - Include details like job title, main responsibilities, and areas of oversight.

- Experience
 - Outline the duration of their career, particularly in roles relevant to your study.
 - Highlight any notable projects or achievements in cross-cultural management.
 - Relevant Qualifications
 - Mention academic qualifications, such as degrees or certifications.
 - Include any professional training or workshops attended, especially those related to cross-cultural skills.
2. Selection Rationale
- Alignment with Research Objectives
 - Explain how the interviewee's experience or role is directly relevant to your research questions.
 - Discuss why their particular position in the company makes their perspective valuable.
 - Unique Perspectives
 - Elaborate on any unique insights or experiences they can offer, such as dealing with international teams or managing cultural differences.
 - Diversity of Views
 - If you have multiple interviewees, explain how each brings a different viewpoint or set of experiences, enriching your research diversity.
3. Contribution to Research
- Insight into Cross-Cultural Issues: Detail specific cross-cultural management issues the interviewees can shed light on, like communication challenges or adaptation strategies.
 - Practical Relevance: Discuss how their real-world experiences will help illustrate or apply theoretical concepts in practical settings.
 - Specific Areas of Contribution: Identify particular aspects of your research (e.g., leadership styles, team dynamics) where their insights are expected to be most beneficial.

Example

Professor Erin Meyer, Programme Director at INSEAD, is an expert in cross-cultural management with over 17 years of experience. Her approach emphasizes cultural relativity, crucial for understanding interactions in multicultural teams. Meyer's insights, derived from her extensive research and practical experience, offer valuable

perspectives on the complexities of cross-cultural communication, making her an ideal interviewee for studies in this field.

Tips:

- Important considerations when interviewing
 1. Conduct the interview informally (for formal interviews, you need to apply for ethics permission first)
 2. Interview current or previous classmates you know
 3. Participation needs to be voluntary
 4. Should not use recording or filming (ethics reasons)
 5. Should take detailed notes during the interview and summarise the notes immediately after the interview (you might forget 50% of the conversation after 24 hours).

5/ Key Problem Outline (suggested 200 words): Describe the main cross-cultural management issues identified.

- Issue Identification: Describe specific cross-cultural management issues identified during research.
- Contextual Relevance: Relate these issues to the company's operations, especially in Vietnam.
- Impact on Business: Briefly discuss how these issues affect the company's business.

Hint

The flow you should follow:

Once you have collected your data, you need to analyze them and present them in your report.

- This is an inductive research – it should be based on your findings
- Analyze your findings carefully
 - o Have a group meeting, combine all the data you have gathered identify the information that is relevant to your problem statement
 - o Identify information related to the cause, the examples or the solution
 - o Can the information be organized into different categories?
 - o How can we summarize the data?
- Integrate (find connections between) your findings with the literature
 - o Are there any unique patterns/themes that you discover as a team?

- o What is different from your analysis of the data that your team has collected to what the literature has mentioned? Do you have any findings that support the literature – what are these? Your data may also reveal something that is not covered in the literature. All of these are your ‘discovery’. Highlight these key findings.
- o Read the literature. If there are good suggestions in the literature but the multicultural student teams (based on your target group) have not practiced them. This could be your recommendations to as your client.
- You need to use QUOTES from your interviews for evidence and support your arguments
- Use the literature to support and explain your findings
- You also need to keep evidence of your interviews – you should be able to provide these when requested.

1. Issue Identification

- o Specific Cross-Cultural Challenges
 - List distinct challenges such as language barriers, different communication styles, varying attitudes towards hierarchy, and decision-making processes.
 - Include specific examples like language misunderstandings during meetings or different approaches to deadlines and time management.
- o Real-Life Examples
 - Describe actual incidents or scenarios that have occurred within the company, showcasing the real impact of these cultural differences. → Provide context to these examples, like international project collaborations or interactions between local and expatriate staff.
 - Identify signs of these issues, like frequent communication breakdowns, employee conflicts, or extended resolution times for problems. → Mention feedback or complaints received from staff or clients that highlight these cultural issues.

2. Contextual Relevance

- Describe the specific impacts in the Vietnamese business environment, considering local cultural norms and practices.
- Elaborate on cultural aspects unique to Vietnam, like respect for hierarchy or indirect communication styles, and how they affect business processes.

3. Impact on Business

- Detail the direct consequences on workflow, such as delays in project completion, increased error rates, or inefficiencies in team collaboration. → Explain any financial impacts, like cost overruns or lost business opportunities.
- Strategic Business Implications
 - Discuss how these cultural challenges could potentially hinder strategic goals, like expansion plans, market penetration, or global team integration. → Consider the long-term implications on brand reputation or market positioning.
 - Talk about the effect on employee morale and turnover, particularly in multicultural environments. → Highlight how customer relations might be affected, especially in terms of service delivery and customer satisfaction.

Tips

Tips for best practice:

1. How many people should I interview? Minimal 3 interviews per team member
2. Interviews should be the primary method
3. Can I use a survey with open questions to collect students' opinions?
 - 1) Advantage: save time
 - 2) Issues: a) difficult to have follow up questions; difficult to gain rich information. b) quality tends to be poor
 - 3) Suggestions: Do not use this as the solo data collection approach
4. Data collection & analysis take time
 - 1) Start to work on it right after the proposal presentation
 - 2) You should have face-to-face meetings to summarise the data and identify patterns.
5. The key is to demonstrate your ability to make the connection between the data and the literature.

6/ Problem Statement (suggested 150 words): Clearly define the problem statement.

Hint

The flow you should follow:

1. Concise Definition

- Formulate a straightforward sentence that encapsulates the main issue.
→ Avoid complex phrases and jargon; the statement should be clear to someone outside the field.
- Focus on the primary aspect of the cross-cultural challenge, making it the centerpiece of your statement. → Identify whether the issue is related to communication, leadership, team dynamics, etc., and highlight this in your definition.

2. Specificity

- Tailor the statement to address a problem unique to the company, not a general cross-cultural management issue. → Include specific aspects of the company's operations or culture that are affected by this issue.
- Embed details that provide context, like mentioning how particular cultural norms or business practices in Vietnam contribute to the issue.
→ Reference specific departments, teams, or processes within the company where the issue is most pronounced.

3. Research Basis

- Explicitly connect the problem statement to your research findings, showing a direct correlation.
- Ensure the statement is justified with concrete evidence from your research.

Example

The central problem in cross-cultural management for our multinational company is managing virtual cross-border teams effectively, amid reduced travel and increased reliance on virtual communication. This new landscape requires managers to understand multiple cultures and their interactions within a team, a significant shift from past practices focusing on single-culture dynamics. This challenge, evidenced by our research, affects key aspects like leadership, decision-making, and communication, and necessitates a new framework to address cultural differences in these areas ([SHRM, 2013](#)).

7/ Theoretical Research Analysis (suggested 400 words): Analyze the problem using relevant theories and academic literature.

Hint

The flow you should follow:

1. Theory Application

- Identify specific theories from cross-cultural management that directly relate to your problem, such as Hofstede's Cultural Dimensions, Hall's Context Theory, etc.
- Explain how each theory provides a framework or lens to understand your identified problem. → Discuss specific elements of these theories and how they relate to your research findings.

→ Theory:

- Hofstede's cultural dimensions theory: Hofstede's initial six key dimensions include power distance, uncertainty avoidance, individualism-collectivism, masculinity-femininity, and short vs. long-term orientation. Later, researchers added restraint vs. indulgence to this list.
 - Sources: [Hofstede's Cultural Dimensions Theory & Examples](#), [Hofstede's Cultural Dimensions Theory](#), [Hofstede's Cultural Dimensions](#)
- Hall's context theory: According to Hall's context theory (Hall and Hall [1990](#); Hall [1976](#)), different cultures have different ways of communicating; some communicate explicitly (low-context culture) while others communicate implicitly (high-context culture). Individuals' cultural background affects how well they are capable of comprehending messages (Hall and Hall [1990](#): 7).
 - Sources: [Two influential theories of cultural difference](#)

2. Literature Integration

- Briefly outline the main findings from academic articles, books, or studies that pertain to your problem. → Focus on literature that provides insights into similar cross-cultural issues or contexts.
- Combine insights from various sources to build a comprehensive understanding of the problem. → Discuss how these insights either support your findings or offer contrasting viewpoints.

3. Contextual Analysis

- Adapt the theoretical framework to fit the specific cultural and operational context of your company.
- Discuss how cultural aspects unique to your company's environment (like Vietnamese business culture) affect the problem.

- Draw direct connections between the theoretical concepts and real-world examples or data from your company. Use these examples to illustrate the practical application of theoretical ideas.

Example of findings:

- In South Korea, Samsung's training and development (T&D) practices are heavily influenced by the country's collectivistic culture, high power distance, and high uncertainty avoidance. This is reflected in their group-based training, emphasis on spreading organizational culture, and seniority-based career development ([Park & Kim 2018](#); [Inanlu & Ahn 2017](#)). These practices align with Hofstede's dimensions that identify South Korea as high in power distance and collectivism.

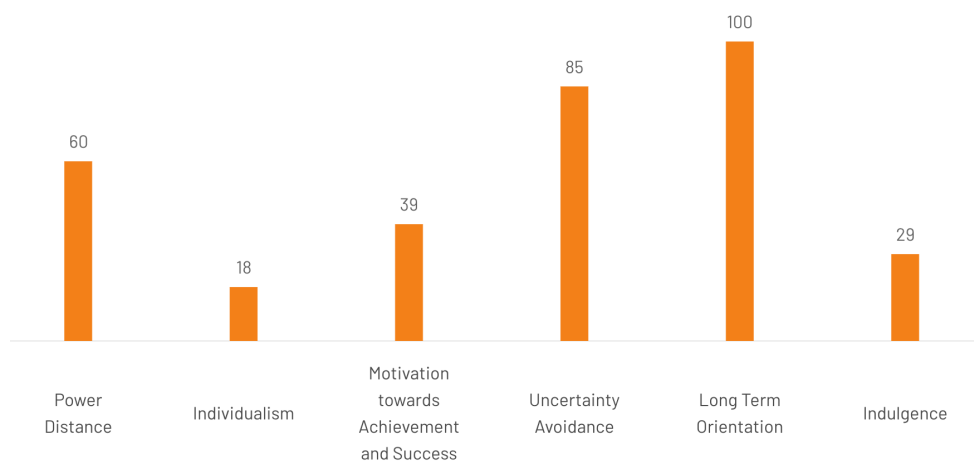


Figure 1: [South Korea Hofstede's dimensions](#)

- Samsung Korea's approach to T&D also includes compulsory training for all employees, digital transformation training, and leadership training for managerial levels, which are consistent with a collectivist culture emphasizing organizational harmony and standardized practices ([Lee & Yu 2020](#); [Park & Kim 2018](#)). Furthermore, cultural constraints like Confucianism significantly impact South Korea's value systems and social structures, leading to comprehensive yet less diverse training programs ([Cho et al. 2020](#); [Kim 2020](#)). In contrast, Samsung's practices in the United States reflect a more individualistic culture, characterized by low power distance and low uncertainty avoidance. This is evident in their flexible and adaptable T&D practices, emphasis on individual-based training, and encouragement of career

ownership ([Hur & Ha 2019](#); [Donald, Baruch & Ashleigh 2019](#)). Samsung US focuses on soft-skills training, functional training, and customized upskilling courses, as well as leadership development and diversity & inclusion programs. These practices are more aligned with an individualistic culture that values personal achievement and diversity ([Samsung US n.d.b](#); [Samsung Newsroom 2022](#); [Samsung Global 2016](#); [Samsung US n.d.c](#); [Samsung Newsroom 2019](#)).

8/ Recommendations (suggested 300 words): Offer practical and theoretically sound recommendations.

Hint

- Think of the recommendations on the key challenge. Once again, use your findings and literature to provide justifications.
- You can provide 2 recommendations – there is no need to provide more. The key aspect is to justify your recommendations (it needs to tightly link to your findings). So it is not about the quantities of recommendations but the quality of the recommendations and how you present these recommendations.
- Always remember:
 1. Your role is a consultant.
 2. Your report should help the company you choose to identify a problem, explain the cause/s of the problem and provide recommendations.

The flow you should follow:

1. Solution-Based Approach

- Identify solutions that directly address the core cross-cultural issues identified, such as communication training programs or cultural awareness workshops.
- Break down broad strategies into smaller, actionable steps like implementing regular cross-cultural training sessions or establishing diversity committees.
- Tailor each solution to align with the company's specific cultural dynamics and business practices.
- Consider the company's size, industry, and existing policies when proposing solutions.

2. Theoretical Foundation

- Explicitly connect each recommendation to theories explored in your research. For instance, if addressing power distance issues, refer back to Hofstede's Power Distance Index.
- Use theoretical frameworks to explain why each recommendation would be effective.
- Support your recommendations with findings from both your primary research (interviews, surveys) and secondary sources (academic literature).

3. Feasibility and Impact

- Discuss the practical aspects of implementing each recommendation, considering resources, time, and organizational structure.
- Suggest a phased approach or pilot programs where appropriate.
- Highlight the expected positive outcomes, like improved team collaboration, enhanced employee satisfaction, or better market positioning.
- Acknowledge potential barriers to implementation, such as budget constraints or resistance to change, and suggest ways to mitigate these challenges.

Example

- Enhance team communication by adjusting language use, reducing reliance on slang or euphemisms, and promoting active listening. This includes speaking more slowly and clearly, using simple language, and encouraging open-ended questions to ensure understanding across different cultures ([Preply, 2023](#)).
- Implement unbiased recruitment, compensation, and promotion processes. This includes using technology to remove biases and ensuring all employees have fair opportunities, contributing to a diversity-friendly workplace ([Preply, 2023](#)).
- Quickly resolve conflicts arising from cultural differences by understanding their root causes and enforcing necessary changes, such as imposing sanctions on discriminatory behaviors ([Preply, 2023](#)).

9/ Implementation Timeline (suggested 150 words): Present a Gantt chart for implementation of recommendations.

Hint

The flow you should follow:

- Clear and Detailed Gantt Chart

- Use a layout that's easy to read, with time intervals clearly marked.
 - Ensure tasks and phases are distinct and visually separated for easy reference.
 - Represent these tasks chronologically on the Gantt chart.
- Logical Phase Breakdown
 - Define clear phases such as 'Preparation,' 'Implementation,' 'Monitoring,' and 'Review.'
 - Assign each task to an appropriate phase.
 - Arrange phases in a sequence that logically follows the process flow from start to finish.
- Realistic Timeframes with Justification
 - Appropriate Duration: Assign time durations to tasks and phases based on their complexity.
 - Justification for Timeframes: Briefly explain why certain tasks or phases have been allocated more time, like complex tasks requiring in-depth work.

I. Tips & Tricks

- Unique Company Selection
 - Research niche industries and identify companies with unique cultural challenges.
 - Explore companies with diverse geographical locations or multinational branches.
 - Consider startups or non-profits with distinct cross-cultural dynamics.
- Innovative Research Methods
 - Conduct virtual interviews with employees from different cultural backgrounds.
 - Develop a survey focusing on cross-cultural communication within the company.
 - Use ethnographic methods, like participant observation, if possible.
- Personal Experiences
 - Reflect on any personal or professional experiences with cultural diversity.
 - Discuss any cultural misunderstandings and the learning derived from them.
 - Share experiences of working in multicultural teams or environments.
- Customized Data Visualization

- Design infographics that combine cultural elements with data points.
- Develop interactive elements in presentations, like clickable maps or graphs.
- Create short, informative videos or animations to illustrate key data.
- **Diverse Team Perspectives**
 - Assign each team member to research and present on their cultural viewpoint.
 - Organize brainstorming sessions to discuss cultural differences and insights.
 - Compare and contrast the team members' cultural perspectives in your report.
- **Original Theoretical Application**
 - Research lesser-known theories in cross-cultural management and apply them.
 - Combine multiple frameworks to create a unique analytical lens.
 - Critically analyze the relevance of these theories to your specific case.

II.Sources

- "A cross-cultural comparison of organizational culture: evidence from academic libraries in Vietnam and China" by Tran, Q.H.N. (2023). This study investigates the organizational culture in academic libraries in Vietnam and China, focusing on task, unity, and status orientations.
 - Citation: Tran, Q.H.N. (2023), "A cross-cultural comparison of organizational culture: evidence from academic libraries in Vietnam and China", Global Knowledge, Memory and Communication, Vol. ahead-of-print No. ahead-of-print. DOI
 - Link to the article
- "Effective leadership in joint ventures in Vietnam: a cross-cultural perspective" by Quang, T., Swierczek, F.W., and Thi Kim Chi, D. (1998). This article discusses the key factors in successful international joint ventures in Vietnam, emphasizing the compatibility and complementarity of leadership styles.
 - Citation: Quang, T., Swierczek, F.W., and Thi Kim Chi, D. (1998), "Effective leadership in joint ventures in Vietnam: a cross-cultural perspective", Journal of Organizational Change Management, Vol. 11 No. 4, pp. 357-372. DOI
 - Link to the article
- **Online Research Databases:** Websites like ResearchGate and Academia.edu host research papers and articles which can be useful for academic references.
- **Government and NGO Reports:** Organizations like the World Bank, UNESCO, and OECD publish reports on global trends in business and management, which can provide valuable data and insights.

- Business Magazines: Publications like Harvard Business Review and The Economist often discuss cross-cultural management challenges in their articles, offering both theoretical and practical perspectives.