



**PRE-PROJECT TRAINING MODULE**

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*2 heads are better than 1.  
2000 heads are better than 2.*

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## PART I: WHAT IS X-CULTURE AND HOW IT WORKS

X-Culture is a project designed to offer trainees an opportunity to complete a project in a global virtual team and in the process experience the challenges and learn the best-practices of global virtual collaboration and business consulting.

Just like a real business project involving people from different countries, participation in X-Culture is very demanding. You will experience problems and conflicts. There will be times you will be frustrated and upset. Some of your team members will disappoint you. However, you will also learn a lot in the process. When you have to work in a global virtual team again, as part of your job, you will be much better prepared. You will know better what to expect and how to resolve problems when they arise.

You will also have many pleasant experiences, moments of discovery, personal and professional growth. You will meet people from around the world, make friends, learn about new cultures, as well as acquire new skills and qualifications that will help you in your career. When the project is over, you will be happy you had this experience. You will also receive an X-Culture certificate and support letter that will greatly improve your chances of getting a good job.

The challenges you will experience in X-Culture are exactly the same challenges you will experience when you have to work in a team as part of your future job. X-Culture is like a time machine that shows you what will happen to you when you work with people from around the world as part of your job. It will not be any different and the better you learn now how to deal with those challenges now, the more effective you will be on a similar project in the future.

### The Task

You will be working in an international team of 5-6 people for about eight weeks. Every semester, we select several companies that present their real-life international business challenges. Your team will have to select one of those challenges and suggest your solution. The detailed list of tasks to be completed for each challenge is provided in the [Challenge Instructions](#) (access code 20171b).

### Weekly Progress Surveys

All X-Culture competition participants will have to complete weekly progress surveys. The surveys will ask you to submit your team's works completed in the past week, as per the [Challenge Instructions](#), as well as answer a few questions about your progress, team dynamics, and peer evaluations. The information will be used to identify participants who may be struggling and provide them with helps support. The data will also be used for research purposes so we can better understand why some teams perform better than others and how the project can be designed in the future to minimize problems and improve the quality of the solutions developed by the project participants.

Each participant will receive a personal email around Tuesday or Wednesday of each week. The email will contain your weekly performance review and a personalized link to the next progress survey. The surveys are normally due every Sunday.

**IMPORTANT:** Please do not wait until you receive the email with the link to the next weekly progress survey to start working on that week's task. All weekly tasks are listed in the [Challenge Instructions](#) and the email will provide no new information, only the link to the survey. You can complete each weekly task any time from day 1 of the competition. However, you will have to submit your weekly progress report sometime between Wednesday and Sunday of each week.

### Evaluation (Grading/Marking)

The X-Culture competition is open to anyone. Most participants are MBA and business students who participate in X-Culture as part of their international business or related courses. For most students, the project usually constitutes 20-50 percent of the course grade/mark. There are also a few non-student professional teams who are completing the project for training purposes and are not receiving academic grades/marks for their work.

Regardless of your participation status, we track performance of every individual and team. The following information is collected and used to (1) identify problems and provide help and support where needed, (2) select the best teams, students, and instructors and the end of the project, and (3) provide the instructors with the necessary information to give their students project grades/marks:

- Performance on the Readiness Test (% questions correctly answered, must get at least 80% to be place on a team)
- Ability to meet weekly deadlines as per completion of weekly progress reports
- Weekly peer evaluations (if participating in a team)
  - o Effort
  - o Intellectual contribution
  - o Leadership and help with team coordination

- Friendliness and collegiality
- Help with writing the report
- Quality of the report (as evaluated by expert appraisers)
  - Quality of each report part
  - Creativity and novelty of the teams
  - Depth of analysis, strength of the arguments
  - Formatting and presentation
  - Plagiarism (every report is automatically scanned for plagiarism)

For most students, the quality of the report accounts for 40-60% of the project grade/mark, peer evaluations for 20-50%, and weekly progress reports for 10-20%. The exact grade/mark structure is determined by each instructor to ensure it fits the course structure and institutional policies.

**IMPORTANT:** Team members who receive negative peer evaluations (below 2.0 of 5.0) will receive a warning. If the peer evaluations do not improve (below 2.0 two weeks in a row), the person will be excluded from the team.

### Plagiarism

The reports will be submitted via [www.TurnItIn.com](http://www.TurnItIn.com) which automatically scans them for plagiarism. The system checks millions on online sources and identifies all parts of the report that have been copied and pasted. Some similarities are acceptable (e.g., properly cited quotes and extracts), but if a substantial portion of the report has been copied and pasted, or work of others is not properly cited, the report will be flagged for plagiarism. The results of the plagiarism analysis are automatically shared with the X-Culture admin and all participating instructors. Any project participants who submit plagiarized work will be immediately removed from the competition.

### Expected Time Investment

Here are rough estimates of the time requirements for instructors and students:

Task, Students	Approx. Combined Hours
<i>Before the project starts:</i>	
Pre-project review of the materials	1-3
Readiness Test	1
<i>During the project:</i>	
Correspondence with teammates, per week	1-2
Research and report write up, per week	1-2
Other unexpected tasks and issues that need to be addressed	1-2
<i>After the project:</i>	
Post-project survey	1
<b>TOTAL over the entire semester</b>	<b>20-40 hours</b>

### Coaching

As an experimental program, trained coaches will be available to the X-Culture participants. The coaches are recruited from former X-Culture participants who successfully completed the project. They receive training in areas ranging from cross-cultural communication and conflict resolution to business report writing. They will be able to help you with the following:

- Provide feedback on your work, point out problems and suggest improvements;
- Help resolve challenges your team may experience with coordination, leadership, scheduling, workload distribution and more;
- Help deal with personal challenges, ranging from bullying and harassment, to interpersonal conflicts, to other personal issues.

It is important to understand that the coaches are not your team leaders or decision makers. Their job is only to advise you, provide feedback on your work, or direct you to the right resource. You and your team are responsible for your team and personal decisions, deadlines, and work.

You can direct your questions or requests to [coaching@X-Culture.org](mailto:coaching@X-Culture.org) and your case will be assigned to an available coach specialized in your particular area of concern.

More serious cases (sexual harassment, bullying) will be directed to the experienced professors on the X-Culture Executive team.

### **X-Culture International Collaboration Certificates**

Every participant who successfully completes the project will receive an X-Culture certificate. By default, electronic high-resolution print-ready certificates are sent to instructors at no extra charge.

The instructors sometimes order the certificates to be professionally printed at local print shops and distribute them to the students at the end of the project, but sometimes they just distribute the electronic copies and leave it up to the students to print the certificates. Please check with your instructor to see how the certificates will be distributed in your class.

Instructors and students can also order hard-copy certificates directly from the X-Culture office, as long as they are willing to cover the print and shipping cost. The certificates can be ordered [here](#).

### **X-Culture Symposium**

Once a year, the best students are invited to the X-Culture Symposium. The past symposia have been held in Istanbul, Turkey at the Mercedes-Benz full-cycle bus and truck production factory; in Atlanta, GA, USA at the Home Depot headquarters, in Miami, FL, USA; at the Louis Vuitton regional office; in Savannah, GA, USA at the JCB central office and main production factory, aboard a Royal Caribbean cruise ship on its four-day voyage from Florida to the Cozumel Island and back.

Two X-Culture Symposia will be organized in 2017: one in Miami, FL in July and one in Washington, DC in November. More information will be available soon.

The X-Culture symposia are organized in collaboration with the Academy of International Business. More information about the X-Culture symposia could be found [here](#).

## PART II: THE HUMAN SIDE

We study in depth the dynamics and performance in global virtual teams and have learned a lot about the challenges and best practices of global virtual collaboration, why some teams perform better than others, and what can be done to improve individual and team performance. The purpose of this training module is to share that knowledge with the X-Culture contestants who choose to work in international teams to prepare for global virtual collaboration.

We first review the challenges and best practices related to interpersonal issues, such as team member coordination, scheduling, workload distribution, team leadership, interpersonal and inter-cultural conflict. Then, we provide an overview of online collaboration tools that have been shown to be very effective in improving performance in global virtual teams.

### Teams vs. Individual Participants

X-Culture is designed for students seeking to gain international collaboration experience. Completing a project in a global virtual team is the main reason for students to participate in X-Culture.

However, X-Culture is also open to non-student participants. Everyone with interest in international business and consulting is welcome to take part in the competition to gain international business experience, receive the X-Culture Certificate, and possibly win the Best Report prize.

While student participants are required to complete the project in teams, non-student participants can choose to compete in X-Culture individually. Also, some instructors whose courses are more focused on business problem solving rather than international collaboration may choose to allow their students to participate in X-Culture individually. Likewise, students whose performance is unsatisfactory may be excluded from the team, in which case they usually are dropped from X-Culture and receive a failing grade in their course. However, some instructors may allow the students who were voted out by their teams to finish the project individually (by default it is not an option, but check with your instructor to confirm).

The individual contestants will still be assigned a team number and will be treated as one-person teams. They will follow exactly the same schedule and complete the same tasks. The only difference is that in the peer evaluation section of their weekly progress surveys they will see only one name (their own) and thus will only have to submit self-evaluation of their own performance, while those working in multi-person teams will do not only self-evaluations but also evaluate performance of their team members.

### Workload Distribution and Team Member Roles

X-Culture allows each team to decide on the roles and tasks for each team member. However, some approaches work better than others. Here are two main options: our experience shows that Option 2 works better than Option 1.

- 1. Workload split by report section:** Often team members distribute the workload by assigning each team member to write one or two report sections. Under this approach, the team members work largely independently, each focusing on his/her report sections. The intent is to merge those individual sections into a final report at the end of the project. Our research shows that this approach often doesn't work well. First, there are *always* team members who do not do their part well. Some plagiarize, some write a weak section, and some simply don't prepare anything at all. Usually the team finds out about the problem only at the end of the project when it is too late. Second, and this is even more important, the true value of teamwork is in collaborative creation. The best ideas are proposed when each report question is brainstormed by the entire team. When team members work independently, the best idea presented by the team is the idea presented by the smartest team member. When team members work together on each task, a comment by one team member often gives a new idea to another team member. By building upon each other's work, individual team members often produce results they could have never produced on their own. Thus, the best idea produced by the team is better than what the smartest member of the team could produce individually.
- 2. Workload split by function:** In addition to team members collaborating together on each report section, it helps a lot if the workload is distributed by function. Rather than each team member works on a particular report section, one team member may be responsible for coordination, another one for searching for information and literature, another one or two for putting it all together, and another one for final copy-editing and submitting the report. In this case, all team members brainstorm all issues, record all initial ideas, but then task one team member to put it all together and coordinate team efforts, two or three team members to focus on report writing, a native English speaker team member may work on copy-editing, and more technically inclined team members may take care of data analysis and report formatting.

### Team Leadership

X-Culture admin does not centrally assign team leaders. Each member of your team will simply receive the names and email addresses of the people on the team, and it will be up to the team to decide how to distribute the workload and coordinate the efforts of the team members.

Our research shows that the teams that tend to perform better are the teams that either formally elect a team coordinator or have an informal team leader who does the coordination, sends out reminders, etc.

There is no bonus for being a team leader and no penalty for not being one. Usually team members are flexible about who does what, so if you are interested in a particular role, chances are, your team will support that.

While most students think that cultural differences or poor language skills will present the biggest problems, our data show that most serious problems arise from the delays in making decisions. If the team lacks coordination, making a simple decision may take days, if not weeks.

Teams that have a team coordinator tend to make faster decisions. It works even better if the team coordinator keeps track of workload distribution, sends reminders, and does other coordination work.

If no leader emerges in your team naturally in the first few days of the project, don't wait for someone else to tell you what to do. Be proactive and take initiative. Your team will appreciate it.

### Communication

It is up to your team to decide how you will communicate with each other. Much like in the corporate environment, you will receive only the names and emails of your team members, so you will have to initiate contact via email. Once contact is established, you will have a host of free and effective communication tools available to you to discuss ideas and co-edit the team report. Some teams work using only emails and document attachments. Most teams also use Skype, Facebook and other chat and conferencing tools. Other popular tools are Google Docs and Google+, Dropbox, Viber, and Doodle. *A detailed explanation of how each of these tools works is provided at the end of this document.*

You can use any or all of these tools, or you can use none of them.

Our research shows that teams that go beyond simple email communication and use more advanced tools such as Skype, Dropbox, and Google Docs tend to perform better. If you rely only on email, you will likely end up with multiple conflicting copies of the same file. It will also be difficult to keep track of who did what and how much progress the team has made.

Also note that the tools listed above are the same or similar tools that are used by corporate employees and managers around the world. We encourage you to try at least some of them. Multi-user voice conversations and video conversations provide a much richer communication medium than email. Dropbox and Google Docs make co-editing a team report much easier than sending multiple email attachments back and forth. Scheduling a team meeting using Doodle is very easy, and Google Docs provide an excellent opportunity for an anonymous discussion if you need to discuss a sensitive issue and openness is important. Learning to use these tools will help you in your future career.

### Motivation, Commitment, and Free-Riding

Virtual teams are very different from face-to-face teams. In traditional collocated teams, team members know one another, spend time together, have shared experiences, common interests; they are like one another. In virtual teams, team members often do not even know what other team members look like. They have little shared experiences, often different cultural background and little in common. So the members of virtual teams never develop the same social ties and don't feel the same sense of obligation to their team members.

As a result, members of global virtual teams are much more likely to shirk (a.k.a., free-ride, free-load, slack).

Research reports that up to 30% of members of corporate global virtual teams do not fully contribute to their team (are free-riders). In X-Culture, this number is approximately 5% in student teams and about 8% in professional teams (no grades/marks further reduces commitment).

The most obvious performance cost due to free-riding is forfeiture of labor. However, a team's performance is further damaged by the increased coordination and internal maintenance cost necessitated by free-riding. Once free riding occurs, the workflow gets broken and deadlines can be missed, creating process loss by requiring intensified process management efforts to resolve coordination problems and develop a new plan.

Further, probably the most devastating effect of free-riding is that it damages team morale. Free-riders trigger the "rotten

*apple*” vicious cycle. Free-riding induces a feelings of injustice, which undermines team morale, which undermines effort, which leads to more free-riding. Soon enough conflicts occur, a blame game starts, and team performance collapses. One “*rotten apple*” spoils the entire barrel.

Our research shows that much of the free-riding occurs not because some team members are lazy or don’t care, but because they are overwhelmed by the complexities of global virtual teamwork and just don’t know what to do.

It helps a lot to have a discussion early on in the project and decide who does what, when, and how, and what happens if somebody is not doing his or her work. It is also important to plan for some free-riding. Expect to “lose” at least one team member to free-riding at some point and have a plan in place for how the team will handle the situation when one or more team members are not doing their work.

### **Conflicts**

When every team member comes from a different culture and the task is very demanding, conflicts happen all the time. You will likely experience at least some conflicts in your team. This is normal and inevitable. If a conflict happens, stay professional. Do not call the other party names. Do not use threats. Do not get personal.

Our research shows that conflicts are resolved best when parties acknowledge the disagreement and try to find a consensus. Rather than arguing and fighting, it is better to say something like: “I see we have different opinions on this issue, let’s see where we differ, ask what the rest of the team thinks, and together find a mutually-acceptable solution.”

If the conflict gets personal and involves name calling, make copies of such correspondence and send it to the X-Culture Admin ([admin@X-Culture.org](mailto:admin@X-Culture.org)). We will try to help you solve the problem.

### **Sexual Harassment and Bullying**

Although very rare, we occasionally receive complaints about sexual harassment. Usually, a male team member stalks a female team member, making her membership on the team uncomfortable. It may involve explicit comments about the team member appearance, liking all team member’s photos on Facebook, repeated requests for live video chat or a meeting in person, and other behaviors of this kind. When confronted about it, the explanation is usually a cultural one: “I was just trying to be gentlemen and show my interest and respect for my female team member. I did not think she would not like it.” Obviously, other forms of sexual harassment or unsolicited attention are also possible. In extremely rare cases, when rejected, some team members may react aggressively.

Although these cases are extremely rare, we take them very seriously. If anything makes you uncomfortable or you witness any form of harassment or bullying, please inform the X-Culture Admin at [admin@X-Culture.org](mailto:admin@X-Culture.org) immediately. We will try our best to address the situation and, if needed, may even exclude from X-Culture the student who is behaving unprofessionally.



## Known Challenges and Best Practices

**Time-Zone Differences** make communication in global virtual teams very slow. If you are in the U.S. and you send an email to your team member in Japan, the person is likely sleeping and will not see your message until your tomorrow. When the reply is sent, you will likely be sleeping, so you will not see the reply until two days later even if each team member replies once the message is read. So the team members are rarely able to exchange more than 2-3 messages per week.

It works best if teams have occasional real-time conversations via Skype, Facebook, or Google+. Even if not all team members can join the teleconference, such an approach speeds things up.

**Not being able to schedule a teleconference:** It may be a real hassle for global virtual teams to find a time that works for all team members for a teleconference, or to vote on an issue. Sending emails back and forth takes time and often leads to much confusion.

It works best when the team uses Doodle.com to find a time that works for everybody or to get everyone's vote on an issue.

**Email overload:** Often, when teams rely on email-only communication, they end up with dozens of emails that are difficult to follow and are full of redundancies and conflicting information.

It works best if the team creates a Facebook, Skype, or Google+ group or a Google Docs discussion board. This way, all correspondence is permanently saved and it's easy to review the entire conversation.

**Conflicting copies of the document in email attachments:** When teams rely on email attachments to co-develop the team report, it may be hard to track which attachment is the latest version of the file. Somebody always makes edits in an older version of the file and the team ends up with conflicting copies of the document. Merging those files may be a real challenge.

It works best if the team uses Dropbox or Google Docs to co-develop documents. This way, there is only one copy of the document stored in the cloud and everyone is working with exactly the same single copy of the file.

**Calendar differences:** Members of global virtual teams come from countries that have different holidays and academic calendars. Your business day may be your team member's holiday. This often disrupts teamwork flow and leads to unexpected delays.

It works best if you find out in advance when each team member will be unavailable and plan your workflow accordingly.

**Language proficiency differences:** Your team will likely choose English as the working language. For most team members, however, English will not be their first language. This may lead to communication difficulties. Moreover, those who are not fluent in English tend to do a poor job if asked to write a complete report section.

It works best if the team members who are not fluent in English are assigned tasks that do not require them to produce finished written pieces. For example, they can be assigned to search for information and literature, perform coordination tasks, submit the reports, and possibly write initial drafts of some report sections. Team members who are more fluent in English, in turn, should be assigned to do more writing and possibly final copy-editing of the report.

**Cultural and Other Differences:** Your team members will differ in many other ways. You all will be coming from different cultural backgrounds, and your values, attitudes, traditions, working and communication styles will be different. You will also be taught and evaluated by different instructors, so you will likely have different levels of skills and a different understanding of the task.

It works best if you try to turn those differences into opportunities. You come from different backgrounds, have different knowledge and have different ideas. It is like you have access to different libraries. Brainstorming tends to be particularly effective and more creative ideas are generated when team members are different. So, rather than assigning different report sections to different members and letting them work independently, communicate frequently, use brainstorming and discussions whenever possible. Don't dismiss the ideas of others just because they are different from yours. Learn from each other. The more different ideas you have on the table, the more likely you are to have a solution that is the most creative and effective.

**Lack of leadership, difficulties with workload distribution and team coordination:**

With no formally appointed team leader, and no prior experience together, some teams experience challenges due to a lack of leadership. Everyone is waiting for someone else to tell them what needs to be done and how. The time is

running out; the team is not making any progress. Frustration builds and team members start blaming each other for the problems.

There are a number of reasons your team members may be reluctant to take initiative. For most of them, this is the first time they have worked in a virtual team and the first time they have worked with foreigners. For most of them, English is a foreign language, and they may have difficulties communicating or are just shy to start a conversation. Most of them don't have prior leadership experience. Some team members come from cultures where modesty is valued, and they may be worried that if they try to assume a leadership role they will be perceived as too aggressive or inconsiderate.

It works best if you personally take initiative. Don't be afraid to make the first step. If you see that something is not done right, just send your team members your vision for how things should be done. If nobody knows what needs to be done, just send your suggestions for who should do what. Don't be pushy, just say: "I see we have a problem here, why don't we do the following..." Your teammates are likely as lost as you are and they will appreciate that someone is finally taking a leading role. It's better to try and fail than to never try. If someone else is trying to manage your team, be supportive.

#### *Lack of commitment from some team members, "Free-Riders":*

In any team, at least some team members have a busy work schedule, family obligations, or get sick. As a result, some team members don't actively participate in the project. Some may send an email or two at first, and then disappear; some never send any messages. This is called "social loafing" or "free-riding." It is a common problem in teams in general, and especially in global virtual teams where team members have not met each other in person and have not developed the close social obligations (friendship) that tend to improve participation in traditional collocated teams.

Studies report that up to 30% of the members in corporate global virtual teams tend to be free-riders, that is, they do some work but do not meet expectations of their team.

Our data shows that in X-Culture, on average, there is 1 team member per team whose participation rate is below expectations (does something, but less than expected by the team) and about 3% of all trainees (one per 10 teams or so) don't participate at all and have to be excluded from the project.

In most cases, the "missing" team members turn up toward the end of the project. After all, they need to get a grade for their course. That creates even more problems as most of the work is done by then, and the team no longer needs the help of the "missing" team member.

It works best if you do the following:

- First of all, try to foster close social ties among your team members. Studies show that spending only a few minutes on asking team members about their interests, hobbies, studies, work experience, and interesting facts from their lives helps a lot and leads to noticeable improvement in team commitment.
- Also, right at the start of the project, discuss what each team member is expected to do and what happens if they don't. Better yet, develop a Team Charter that clearly states the roles and tasks of each team member and what the team will do if a team member doesn't do his/her share or work.
- Keep sending emails to the "missing" team members every few days even if you never hear from them.
- Every week you will be asked who on your team is not actively participating in the project. Make sure to provide the names of the "missing" students. The information will be used to identify problems and help the situation. In cases when nothing helps and the "missing" team member doesn't participate, the person will be excluded from X-Culture.
- Don't wait too long. If after several days you don't hear from a trainee or two, start working on the project with the trainees who replied to your emails. Keep sending updates to the "missing" students, but don't wait too long for them. Just do what you can with the available resources.
- If, despite your best efforts to get in touch with the student, you never hear from him or her or his or her input remains very limited, give low peer evaluations to the "missing" student, and his or her poor performance will be reflected in his or her course grade.

#### *Poor quality of work from some team members:*

X-Culture students come from all around the world. Just like in corporate global virtual teams, X-Culture team members vary in terms of their skills and experiences: some have excellent skills and work ethics, others don't. For most of your team members English is not their first language. Some have received better training than others.

It is very likely that just like in real business teams, some of your team members will not do a good job. At least one of your team members will prepare a report section that will be so weak that your team will have to redo it if you want to win the competition. It is possible that a team member may not complete his/her work at all. For example, a team member may get sick right before the final deadline, or simply not complete the work for no reason. This happens in all kinds of teams, including business teams at top firms.

Worst of all, you will likely learn how poor the work of some of your team members is only a few days before the final deadline when you finally see (or not see) their work.

It works best if you do the following:

- Don't wait till the last day and just hope it will be fine. Check the work of your team members regularly.
- Use Dropbox or Google Docs to store all your team's work from day one. This way, you can always see everybody's work progress and intervene if somebody is underperforming.
- It is also a good idea to assign two students to each task. This will not only stimulate idea exchange and improve the quality of the work, but will also provide a backup if one of the team members doesn't do his/her work.
- Some teams also assign one team member to be a back-up. His/her job is to just stand-by and wait until something goes wrong. When it does (and something will go wrong), this will be the team member who will pick up the slack.

### *Plagiarism*

It is common that when the report draft (due one week before the final deadline of the project) is submitted to TurnItIn.com, the team discovers that work of one or more team members work contains plagiarism. This often happens in corporate virtual global teams, too. In some countries attitudes towards copyright and intellectual property are rather relaxed, and some people just don't know or don't care that plagiarism is a serious problem. Additionally, some students' English is poor and they feel it's better to copy and paste somebody else's work than to do their own writing.

The problem is that it is often too late when you learn that part of your team report was plagiarized and your team simply has no time to redo it.

It works best if you do the following:

- Discuss your team policies about plagiarism early on so that every team member knows plagiarism will be caught by TurnItIn and will not be tolerated.
- Check work of your team members regularly to detect the problem early on.
- Submit your report draft early: you can submit your work to TurnItIn at any time, including several weeks before the deadline. However, you can submit your work and test it for plagiarism only once.
- If there are team members whose English is very poor, it may be a good idea not to assign them to do any writing, and instead task them with collecting information or helping with coordination.

### *Failing to harness the power of team*

The value of teamwork is in the exchange of ideas, discussions, brainstorming, checking each other's work, and correcting mistakes. You will be working with people from around the world – don't waste that opportunity to interact and put your minds together. One of the biggest mistakes a team can make is to divide the questions among the team members so that each team member answers one or two questions, then the answers are just put together, and the report is submitted without team members reading each other's work.

Experience shows that the best reports are produced when teams rely on the wisdom of the collective. One of the more successful strategies is described below. You can use a different strategy; this one is just an example of what has been shown to work.

1. Once the client organization is selected, each team member generates ideas for answering each question. It can be done in a teleconference using Skype, Facebook Groups, Viber or WhatsApp, or using Google Docs where all questions are listed in a text document and everyone can share comments and provide feedback on each other's input. The discussion can be open and go on for several days.
2. Only after all questions have been brainstormed and initial ideas have been gathered and discussed, the team divides the tasks among the team members based on their areas of expertise and interests.
3. It works best if the team appoints one of the team members as a coordinator who regularly checks work of others and sends reminders when needed and one (usually a native English speaker) who does final copy editing.
4. It also helps to appoint a native English speaker as a copy-editor.
5. Each team member's work is stored in Dropbox or Google Docs and everybody is required to regularly read work of everybody else and provide feedback.
6. Once the final draft of the team report is put together, every team member reads the entire report, makes corrections and adds comments and suggestions for further improvement.
7. It works best if a single copy of the document in Dropbox is co-edited by the entire team using MS Word's Track Changes or Google Docs.

This is only a suggestion for how your team may organize its work process. You may have a better way of doing things, or a different approach may be more suitable for your team.

### PART III: THE TECHNICAL SIDE

This section provides a detailed description of how to use various on-line collaboration tools as well as links to short 1-3 minute videos that provide additional real-time, on-screen guidelines. Here is a brief break-down of which tools are optimal for various tasks:

<b>Task</b>	<b>Optimal On-line Tool (Detailed Instructions Provided Further Below)</b>
Translate text to and from English	Google Translate, <a href="http://translate.google.com/">http://translate.google.com/</a>
Open discussion, idea sharing (names of authors of the comments displayed)	<p><a href="#">Facebook Groups</a>  <a href="#">Skype conference call</a>, using text-only, or text and voice communication, or text and voice and video, can remain active for the entire group for as long as needed, even weeks. All written comments will be stored for anyone in the group to review.</p> <p><a href="#">Google Plus, "hangout"</a> – equivalent to Skype's conference call, but supports up to ten-person video conference.</p>
Anonymous discussion	<p><a href="#">Google Docs</a>, a co-edited file, works best if Google Docs Spreadsheets are used. Column A provides original comments, Columns B (C and so on) show responses to the comment.</p> <p>Google Docs can be set to not keep track of the authors of the contributions, making them anonymous.</p>
Voice only or Voice and Video Conference	<p><a href="#">Skype</a>, limit 2 users with video, up to 10 with audio, up to 10 with video for upgraded (for money) accounts.</p> <p>Hangout, limit 10 with video and audio.</p> <p><a href="#">Facebook Video Chat</a>, limit 2 users with video.</p> <p><a href="#">WhatsApp</a> and <a href="#">Viber</a> offer similar functionality.</p>
Anonymous or open voting	<a href="#">Google Docs Forms</a>
Scheduling a meeting	<a href="#">Doodle</a>
Document co-editing	<p><a href="#">Dropbox</a>, works best if you prefer to work with "real" MS Office documents and have multiple documents that you collectively write/edit.</p> <p><a href="#">Google Docs</a>, works best if several people are editing the file simultaneously; often used in conjunction with a video conference on Skype or Google +.</p> <p><a href="#">MS Word "Track Changes"</a> function for tracking what changes have been made and who changed what.</p>
General project management, one place for all project files and discussions	<p><a href="#">Basecamp</a> allows you to create a shared project, co-edit files, store all files in one shared folder in the cloud, keep track of all conversations, also copies all comments via email, so you can see them in real time in your email, or review later on the project page (free 60-day trial, exactly the duration of X-Culture, \$20 per month if you want to continue using for your other projects)</p> <p><a href="#">Slack</a> is a similar platform with a free trial period sufficient to complete the X-Culture project.</p>
Always-on chat and idea sharing room	<a href="#">Facebook Groups</a> , <a href="#">Viber</a> , <a href="#">WhatsApp</a> works with computers, phones, tables, and other mobile devices. It allows for creating groups (for example, your team members) and exchanging texts, files, pictures, or any other digital material. The big advantage is all your conversations are recorded so they can be reviewed by all group members at any time.

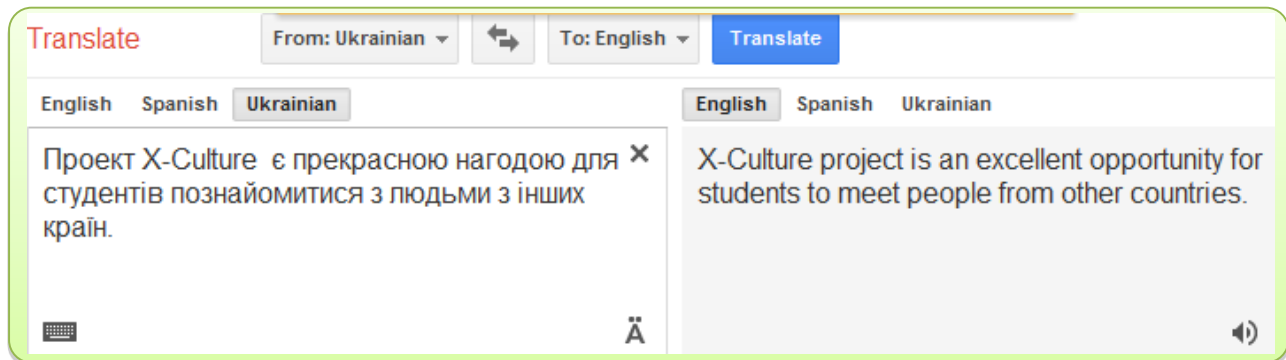
Please note, Facebook, Google, and Twitter do NOT work in some countries (China, Iran). If you have team members from those countries, we recommend use Viber or Basecamp instead.


Below are detailed instructions for how to use each tool. Remember, these are just suggestions. You may use none of these tools, or you may use other tools that work better for your team (for example Twitter for instant sharing of ideas, Microsoft Office SharePoint, and others).

## Google Translate

**Video instructions:** [www.youtube.com/watch?v= GdSC1Z1Kzs](http://www.youtube.com/watch?v=GdSC1Z1Kzs)

Google Translate allows instant translation of written text among dozens of languages. While translation is often not perfect, it usually conveys the message very well. It is a web-based application, and translation is done directly in your web browser. Simply visit [www.translate.google.com](http://www.translate.google.com), select the languages you want to translate the text from/to and click on “Translate”.

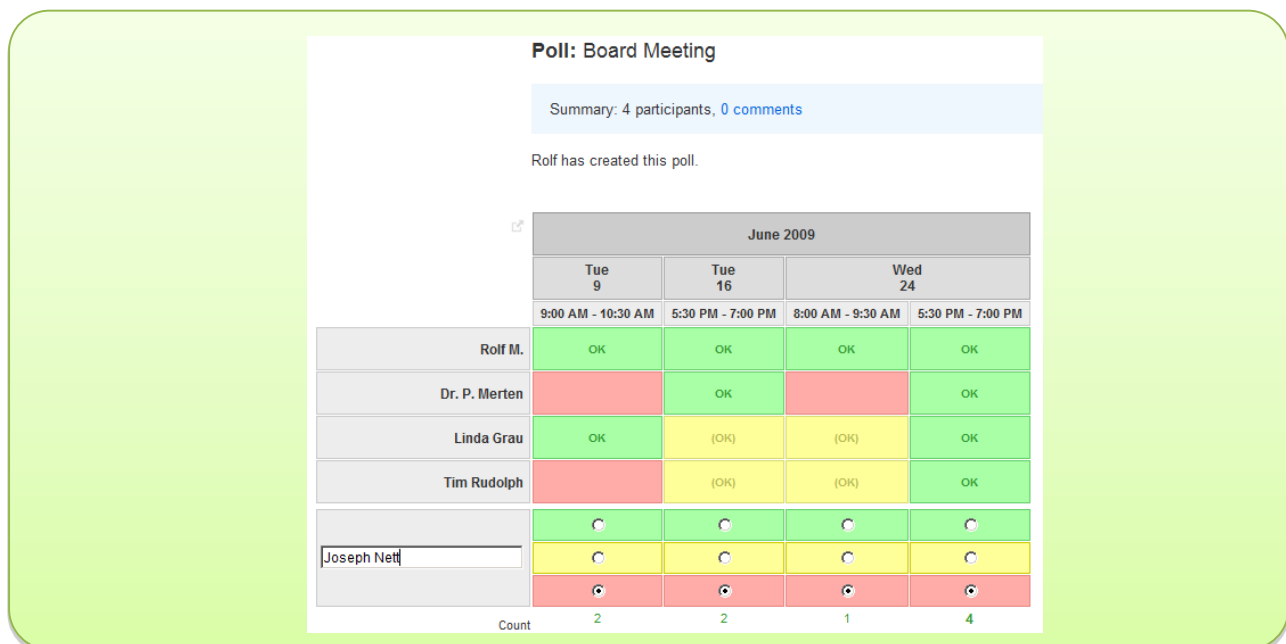


You can also listen to the translated text by clicking on the  button.

## Doodle

**Video instructions:** [www.youtube.com/watch?v=UK28QKNSj58](http://www.youtube.com/watch?v=UK28QKNSj58)

Trainees on your team will be on different continents and finding a time for a teleconference that works for all parties may not be an easy task. Doodle is a simple tool for scheduling meetings. Simply go to [www.doodle.com](http://www.doodle.com), click on “Schedule an event”, provide event description, list possible dates for the meeting, and send out invitations to your team members to indicate which of the proposed meeting times work for them. After everyone responds, it is easy to see what time works for everyone for the meeting.



## Dropbox

### Video instructions:

What is Dropbox: [www.youtube.com/watch?v=NVKsFBG1jPo](http://www.youtube.com/watch?v=NVKsFBG1jPo)

A detailed step-by-step tutorial: [www.youtube.com/watch?v=GJJgAKPEPPo](http://www.youtube.com/watch?v=GJJgAKPEPPo)

“Dropbox” is the name of software that offers a convenient way to share files across different computers and users. Dropbox is a [file hosting service](#) that creates a folder on your computer that looks and operates just like any other document folder on your hard-drive. To copy files into or from the folder, you simply drag and drop them with your mouse as you would with any other folder. The difference is that the files are actually stored “in the cloud” on a remote server, and you can access them from any internet-enabled device, such as your desktop, laptop, iPad, or iPhone.

You can use Dropbox to access your files from multiple computers or to share the documents in the folder with other people. This way, many people can be developing or editing the same MS Word or Excel file as if they were using the same computer. Every time you make a change in a file or save a new file to the folder, the latest version becomes automatically available to all people who have access to the folder. And unlike Google Docs that create “not real” MS Office documents, Dropbox allows you to work on “real” MS Office files or any other type of files.

Dropbox works best when each team member is using his/her personal computer or mobile device and can install the software onto it. If the team members are relying on shared computers in labs or libraries, Google Docs may be a better way to co-edit documents as Google Docs does not require installation of the software onto the computer. However, Dropbox can also be used without installing the software onto the computer. You can access Dropbox document folders in a web browser, open them in MS Word, Excel or other programs, edit, save and upload back to Dropbox to make them available to your teammates.

Before Dropbox, people would email files to their own email account so they could access them from another computer or send files as email attachments to people they work with. That method would create multiple copies of the file which often creates confusion. Dropbox takes care of that by essentially creating an extension of your hard drive that you, or your colleagues, can access from anywhere.

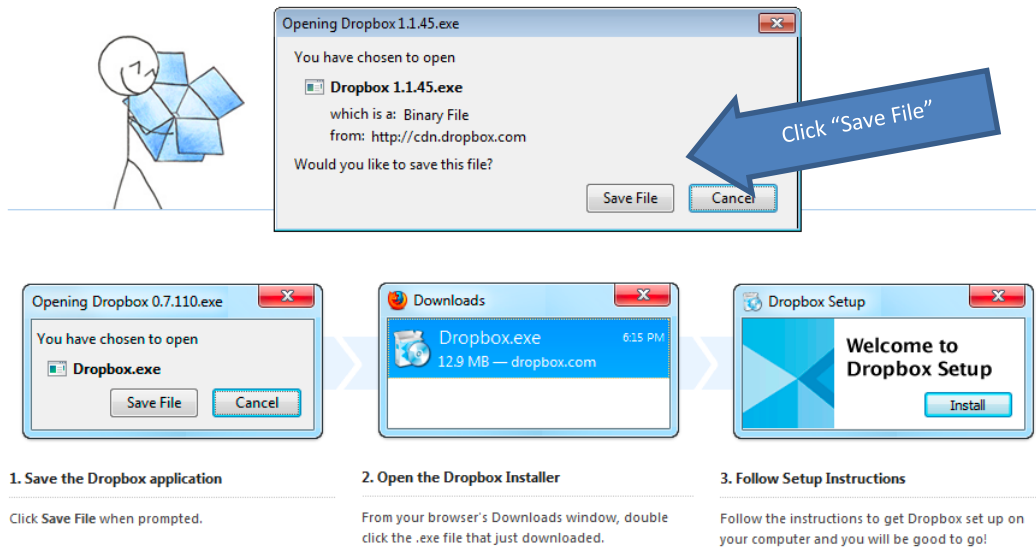
Dropbox gives you 2GB of storage space for free to start, and there is a small fee if you need more.

### Getting Dropbox

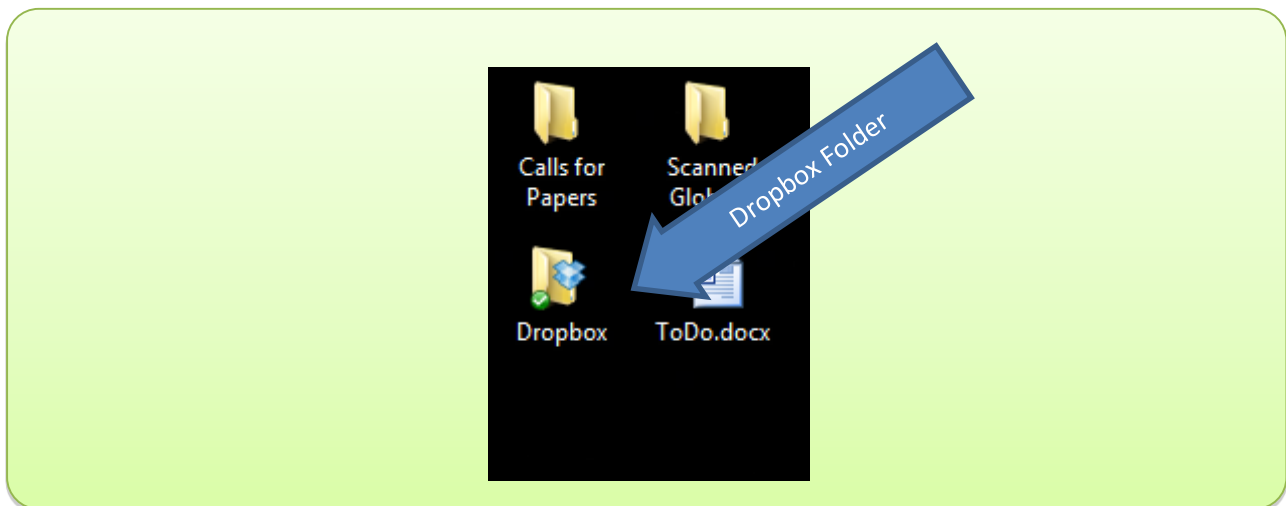
To get Dropbox, you would need to download a small program. Usually you would get an invitation from a colleague who already uses Dropbox, and if that’s the case, simply follow the link in the email invitation. Or, you can get it directly from the Dropbox website ([www.dropbox.com](http://www.dropbox.com)).



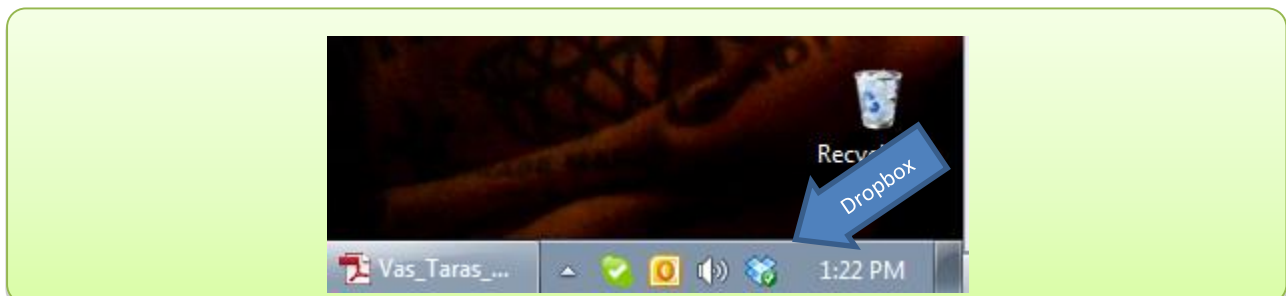
Once you click on the link, you will be asked if you want to save the file that installs the program. Click on “Save File.”



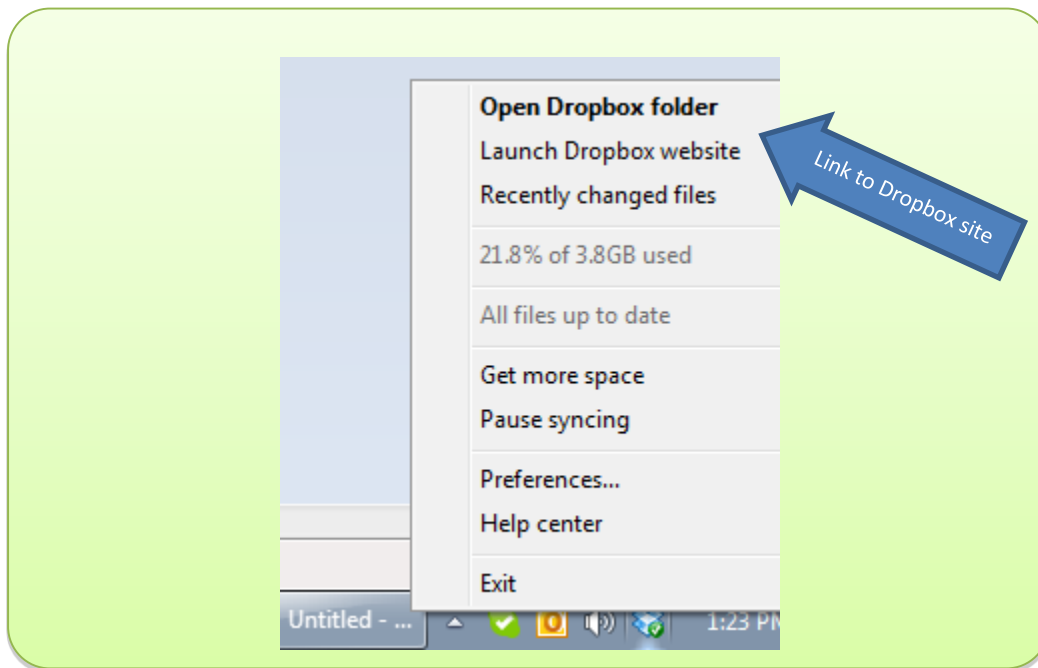
Once the file is saved (by default on your Desktop) simply click on it and follow the installation steps. Besides choosing a User Name and Password, the only choice you will have to make in the process is where the Dropbox folder will be located. Most people choose right on the Desktop or in My Documents.



Once the program is installed, you will see the Dropbox folder on your Desktop (or in the other location you've chosen). From this point on, it will look and behave just like a regular folder. You can also access the folder by clicking on the icon in the lower right corner of your screen.

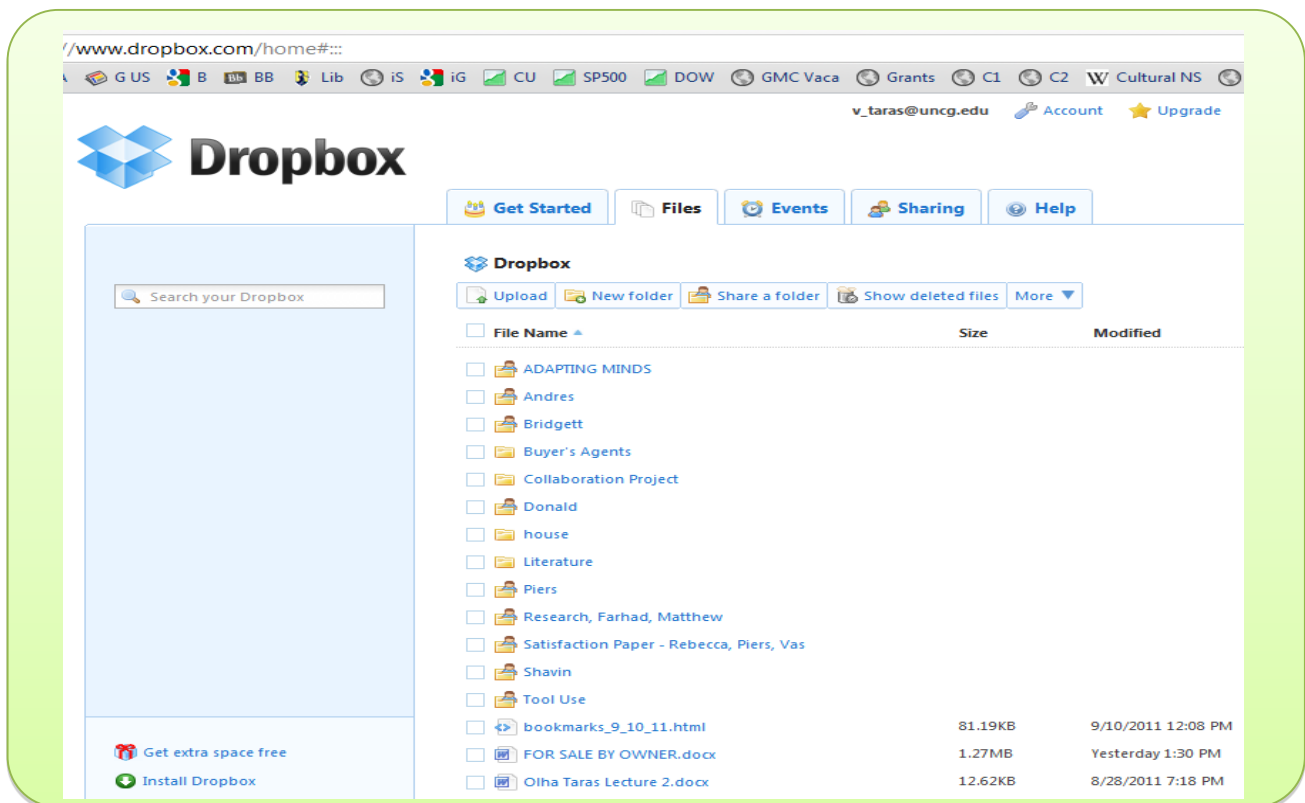


Right-clicking on the icon will give you a few extra options, including changing your preferences or going directly to the Dropbox page.



If you want to access your files from another device (computer, iPad), install the program on that device (follow the steps described above) and log in using your User Name and Password. From that point on, once the computer or mobile device is on, Dropbox will be up and running. All files will be updated automatically, and you will always see the latest files saved to Dropbox.

If you are using a computer that does not have Dropbox installed, you can access your document by simply going to the Dropbox site and logging in into your account.

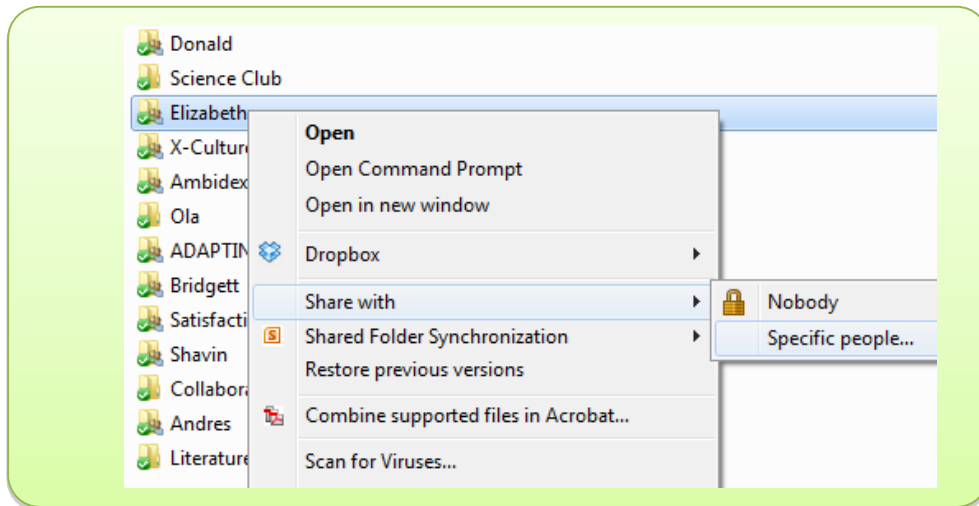


You can see all your files, download them and upload new files, etc.

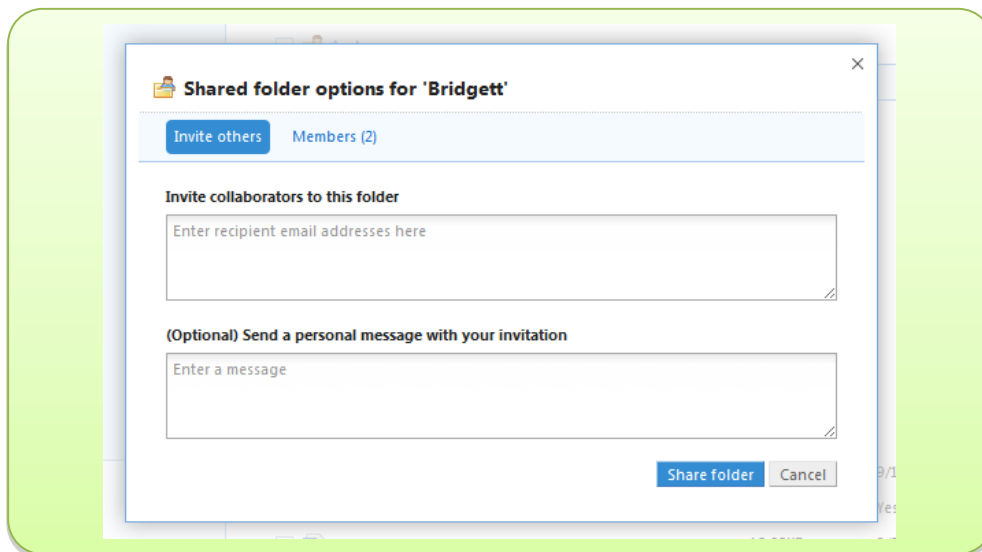


## Sharing a Folder

If you want to share a folder in your Dropbox with your colleagues, right-click on the folder and select “Share with.” You will be taken to an options window where you can specify who you would like to share the folder with.



Type in the email(s) of the person(s) you want to invite to share the folder. Once that person accepts your invitation (clicks on the link sent to him/her via email), all of you will have access to the file in the folder. No uninvited people, however, will have access to your files.





## To invite others to use Dropbox

If your partner is not using Dropbox, you can send an invitation. Every successful invite gives you an extra 250 MB of storage space, so it's better to use an invitation than to go directly to the Dropbox website to get the program. Go to the Dropbox page and log on to your account. At the bottom of the page, click on “Referrals” under the “Community” column.

 Get extra space free

 Install Dropbox

24.2% in use

-  Olha Taras Lecture 2.docx
-  Olha Taras Presentation 9-
-  Preliminaries HW Set(1).doc
-  Repair Cost.xlsx
-  Science Club.docx

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**Dropbox**

Mobile

Pricing

Features

Tour

**Community**

Referrals

Twitter

Facebook

Wiki

Developers

Partners

**About Us**

Dropbox Blog

Our Team

Press

Terms

Privacy

Jobs

**Support**

Help Center

Forums

Votebox

Feedback

Contact Us

Copyright


To Invite Others



Then, simply type in email addresses or invite your Facebook or Twitter friends.

## Invite your friends to Dropbox!

For every friend who joins and installs Dropbox, we'll give you both 250 MB of bonus space (up to a limit of 8 GB)!



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**Invite by email**

Invite your contacts (Gmail, AOL, Hotmail, Yahoo, etc.)

Email

Password

[Retrieve contacts](#)

or invite email addresses:



Type a list of invitee email addresses.

[Send invites](#)

**Invite friends from Facebook or Twitter**

Always have your stuff when you need it with @Dropbox. is free! <http://db.tt/V5gv6Nt>

44 charac

 Share on Facebook
 Tweet o

---

or use this link with friends:

<http://db.tt/RKHzCtd>

[Copy link](#)

## MS Word “Track Changes” Function

### Video Tutorials

There are many video tutorials on the Web for how to install and use the MS Word “Track Changes” function. The following seem to offer the most effective instructions:

Instructions for MS Word 2007/2010: <http://www.youtube.com/watch?v=uANGRpCEucg>

Instructions for older versions of MS Word: <http://www.youtube.com/watch?v=2vcOYPnuPms>

Additional guidelines can be found here: <http://office.microsoft.com/en-us/word-help/track-changes-while-you-edit-HA001218690.aspx>

When multiple people co-edit a text file (e.g., team report), one of the biggest challenges is knowing what changes have been made by other co-authors. For example, you receive a document in an email attachment or open one from Dropbox, and the document looks different from what it was when you worked with it last time. But, what exactly changed, and who made those changes? “Track Changes” function in MS Word allows for tracking changes you are making, so your co-authors can see what revisions you made and accept or reject them (go back to the original version) one by one.

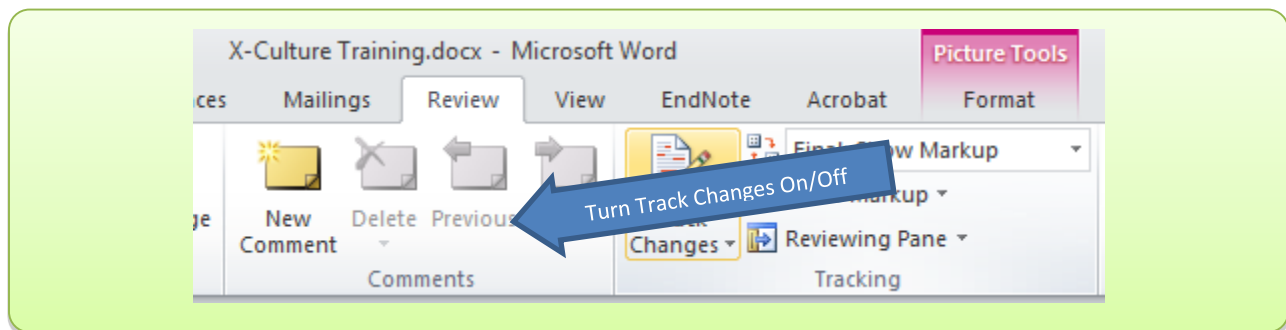
The best way to learn how the “Track Changes” function works is to switch it on as described below and play with it for a few minutes. It’s really easy once you try it.

Note: The instructions provided here are for the 2007 version of MS Word. Earlier versions, such as MS Word 2003 also have the “Track Changes” function. Search through the file menu options to find it or use F1 Help function for directions.

### Turning On/Off Change Tracking

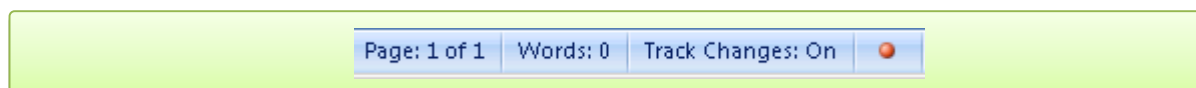
To turn on the function, follow the following steps:

1. Open the document that you want to revise.
2. On the *Review* tab, in the *Tracking* group, click the *Track Changes* image.  
To add a track changes indicator to the status bar, right-click the status bar and click *Track Changes*. Click the *Track Changes* indicator on the status bar to turn track changes on or off.
3. Make the changes that you want by inserting, deleting, moving, or formatting text or graphics. You can also add comments.

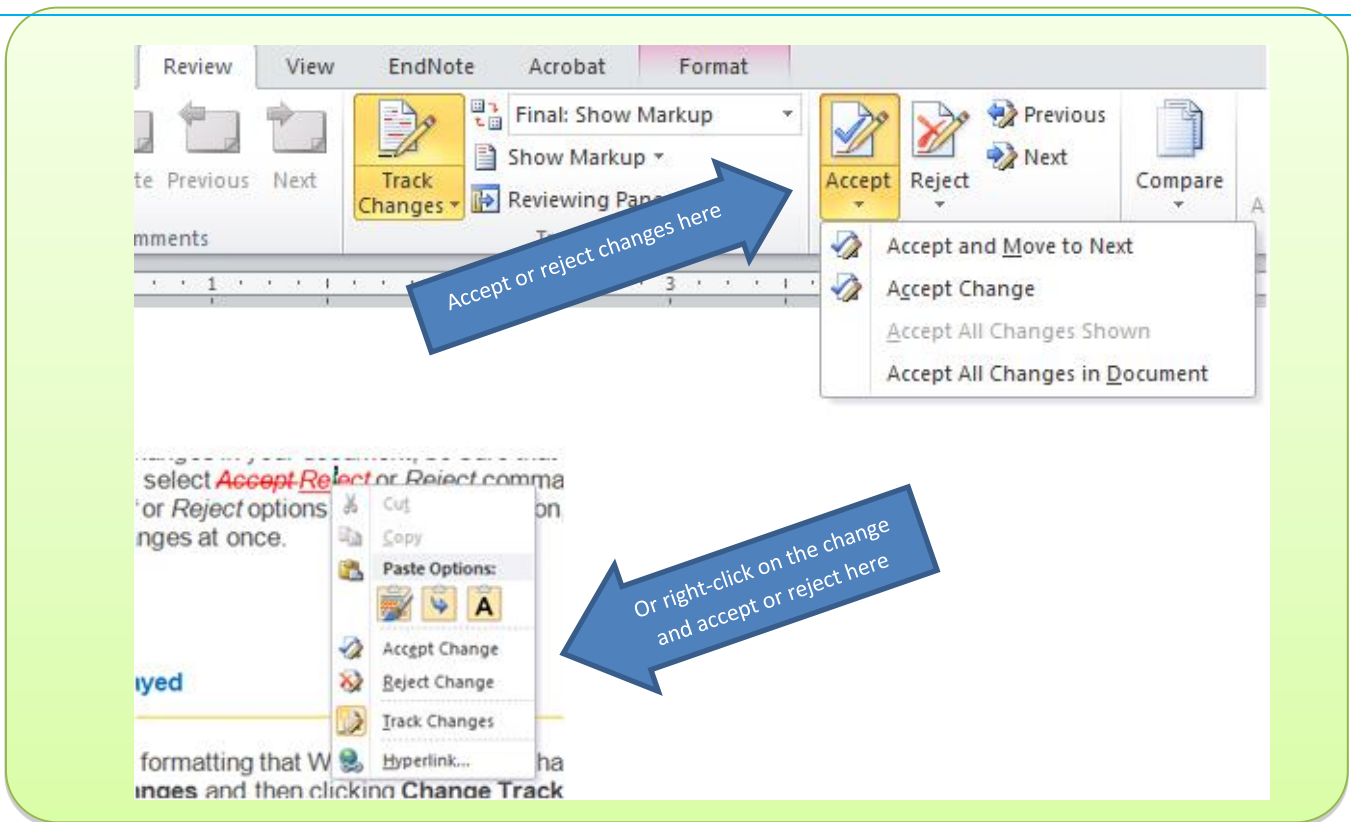


To turn off the function, simply click on the “Track Changes” icon again. If the icon is highlighted (looks yellow), the function is on, if it is not highlighted (looks grayish), it is off.

If you customized the status bar to include a track changes indicator, clicking *Track Changes* in the *Tracking* group will also turn off the indicator in the status bar.



Turning off change tracking does not eliminate/accept the tracked changes in your document. To ensure that there are no more tracked changes in your document, be sure that all changes are showing, then right-click on each change and select *Accept* or *Reject* commands for each change in the document. You can also click on the *Accept* or *Reject* options in the *Review* ribbon or select *Accept All* or *Reject All* if you want to deal with all changes at once.



You can change the color and other formatting that Word uses to mark changed text and graphics by clicking the arrow next to *Track Changes* and then clicking *Change Tracking Options*.

You can view all changes, including deletions, inline instead of inside balloons that appear in the margins of your document. To show changes inline, in the *Tracking* group, click *Balloons*, and then click "Show all revisions inline." When you click "Show all revisions inline," all of the revisions and comments in the document appear inline.

To prevent you from inadvertently distributing documents that contain tracked changes and comments, Word displays tracked changes and comments by default. *Final Showing Markup* is the default option in the *Display for Review* box.

### **Comment**

A related function is "Comment." If you don't want to make any changes but would like to leave a comment on a particular part of the document, select the section of the document that you want to comment on (a word or a larger section) and click on "New Comment" in the *Review* tab to the left from the *Track Changes* button. A bubble will appear to the right of the text where you can leave a comment for your co-authors to see. Comments can later be revised or deleted.

### **Compare**

"Compare" is another function that you may find useful if you haven't been using "Track Changes" and need to figure out what exactly is different in the new version of the document. Click on the "Compare" icon in the *Review* tab to the right of the *Track Changes* button and follow the instructions to select the two documents that you want to compare.

## Google Docs

**Video tutorial:** <http://youtu.be/OBh8bMC7XEU>

Google Docs is a powerful, real-time collaboration and document co-editing tool. Multiple users can edit a document at the same time while seeing each other's changes instantaneously. In Google Docs, users can produce text documents, slide presentations, spreadsheets, drawings, and surveys. The formats used are compatible with Microsoft Office and Open Office, so you can switch between these programs as needed.

While Google Docs documents are not "real" MS Office documents, they have most of the document editing functions of the MS Office. If you still prefer to work with the "real" MS Office documents, Dropbox may be a better option for you, but Google Docs allows for simultaneous co-editing, which is a big advantage. If two users open a file in Dropbox at the same time, the program automatically creates multiple copies of the document and merging the two later on may be a hassle. In Google Docs, co-authors can literally co-edit the document at the same time, and you can see in real-time what changes your team members are making. Google Docs also tracks changes, so it is easy to see who made which changes.

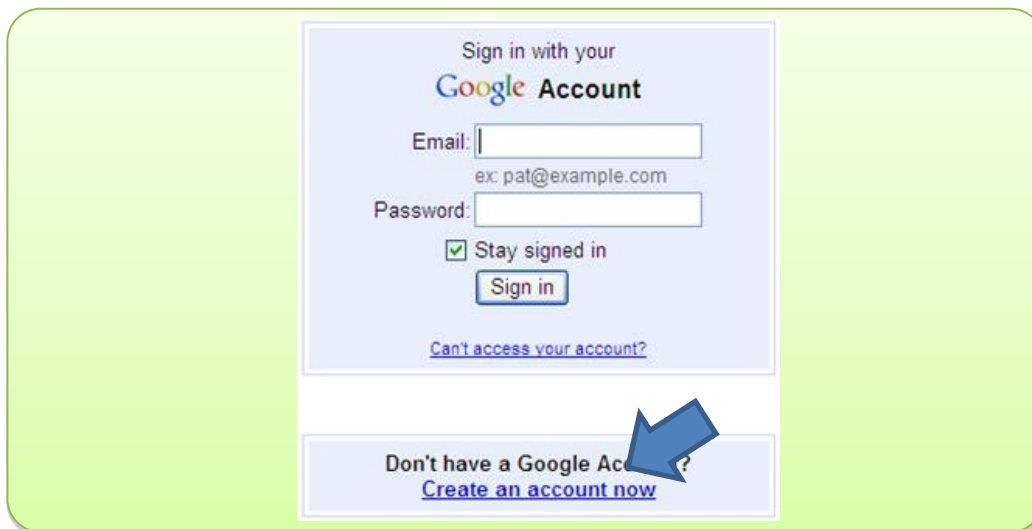
One of the disadvantages of Google Docs is that the files are displayed in a web browser. That is, all interactions and files are contained in Google's Internet servers (the cloud) and are accessible from within a web browser window. If you don't have access to the Internet, you cannot access your file unless you downloaded a copy to your hard-drive earlier.

### **Creating, Editing, Uploading and Downloading Google Docs files**

In order to use Google Docs, you will need to register for a Google account. If you already have one through Gmail, then you can use the same login to access Google Docs. If you do not have a Gmail account, you will have to sign up for one, so you can also use the Gmail and Calendar feature within Google. Otherwise, you can just sign up for a Google account with an email address of your choice and a password (this type of account does not provide the use of Gmail).

Note that while it's possible to view a document, spreadsheet or presentation without a Google Account (via an invitation), you'll need to create a Google Account to edit the document, spreadsheet or presentation and to continue accessing Google Docs.

If you don't have a Google account, go to [www.google.com](http://www.google.com) and click on "Create an Account Now."



Sign in with your  
**Google Account**

Email:   
ex: pat@example.com

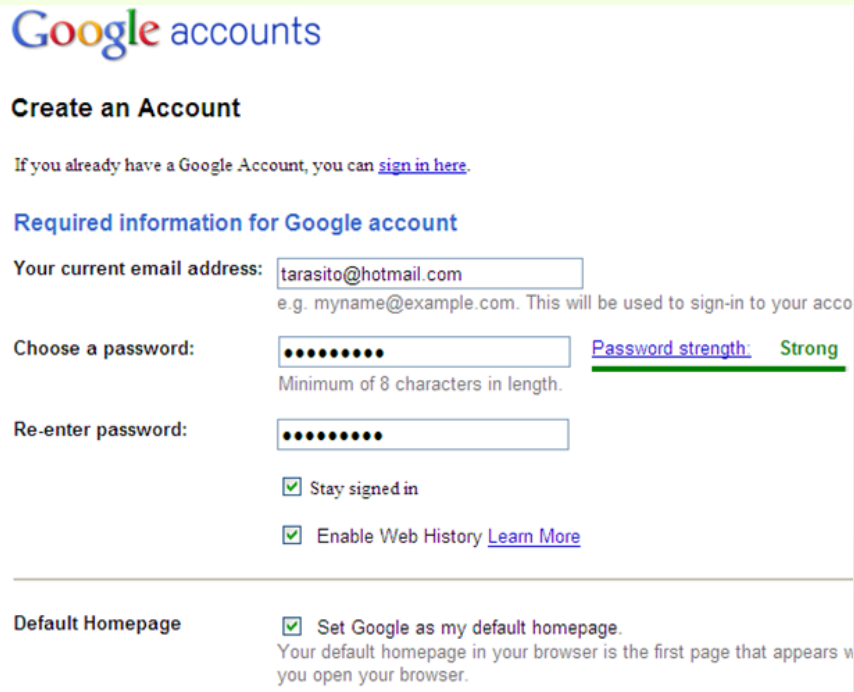
Password:

Stay signed in

[Can't access your account?](#)

Don't have a Google Account?  
[Create an account now](#)

Fill out the form that comes up next.



Google accounts

## Create an Account

If you already have a Google Account, you can [sign in here](#).

### Required information for Google account

Your current email address:   
 e.g. myname@example.com. This will be used to sign-in to your account.

Choose a password:  [Password strength: Strong](#)  
 Minimum of 8 characters in length.

Re-enter password:

Stay signed in

Enable Web History [Learn More](#)

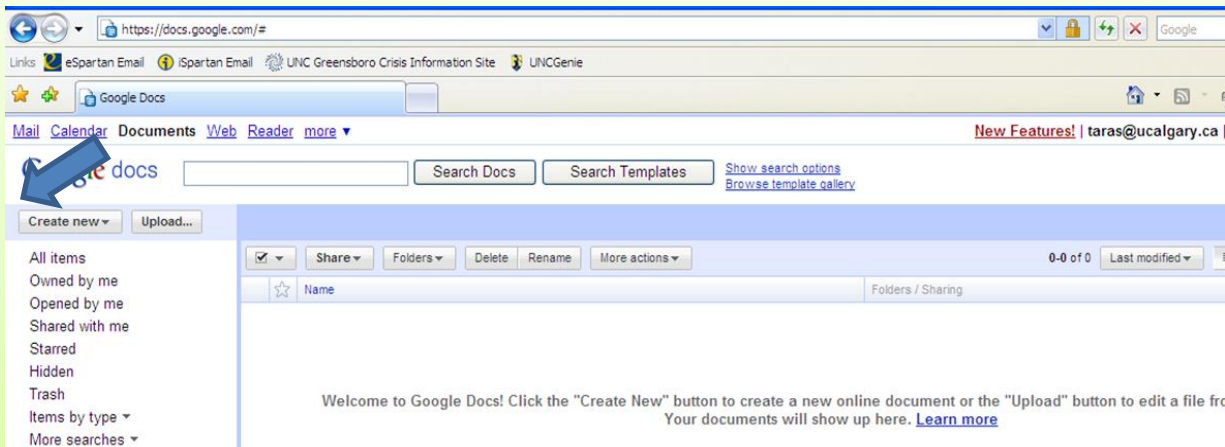
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Default Homepage  Set Google as my default homepage.  
 Your default homepage in your browser is the first page that appears when you open your browser.

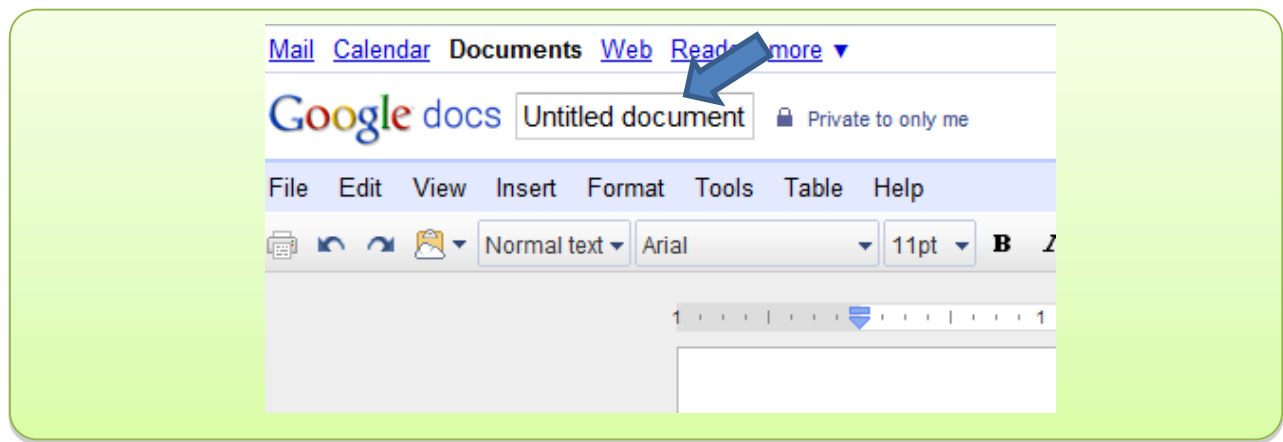
Once a Google account is created, go to your mailbox and open the message from Google. Click on the first link to verify your account.

Once you have created a Google account and are able to access Google Docs, you can begin creating or adding documents to your account:

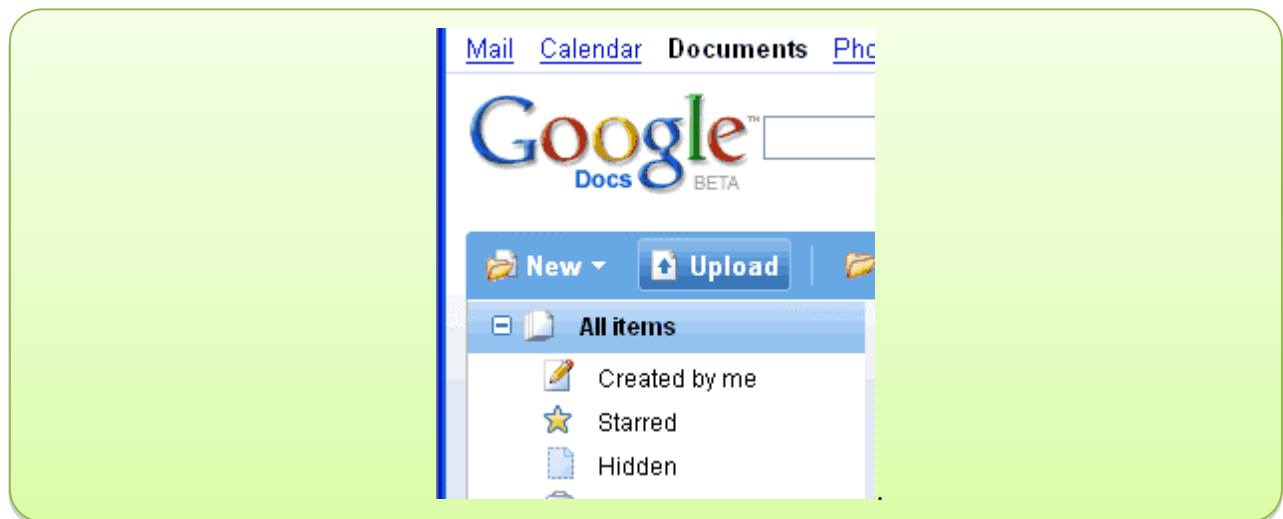
1. Click on *New* on the *Menu* bar and select which type of file you would like to create. For the purposes of this tutorial, we will be using the Document option.



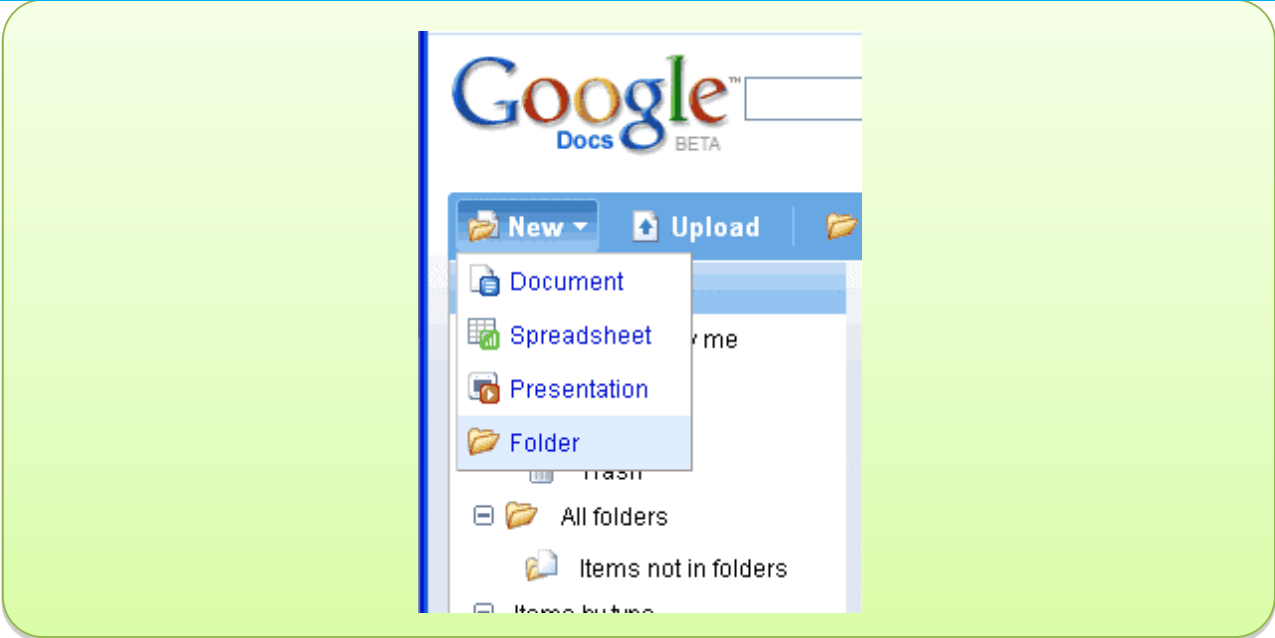
2. Google Docs will open a new window that will allow you to create a word processed document. Once the file is created, it will look like a regular MS Word or Excel file, and you can work with it as you normally would. Name the document by typing in the file name in the window on the top left.



3. To save your document, you just need to click on the *Save* button. You can also use the *Save* and *Close* buttons if you are finished working with the document.
4. You can also choose *File* on the *Menu* bar and then *Save*. In either case, it will save the file using the text at the top of the document as the file name.
5. In order to upload an existing document, you just need to click on the *Upload* button on the *Menu* bar. Then you will need to click on the *Browse* button and find the document that you would like to upload.



6. Editing files is very similar to how it is done in MS Office.
7. On your computer, you probably have some sort of organization to storing your documents. This usually involves folders and sub folders. In Google Docs, you have the same option for organizing your files. To create a new folder simply click on *New* on the *Menu* bar and choose *Folder*.

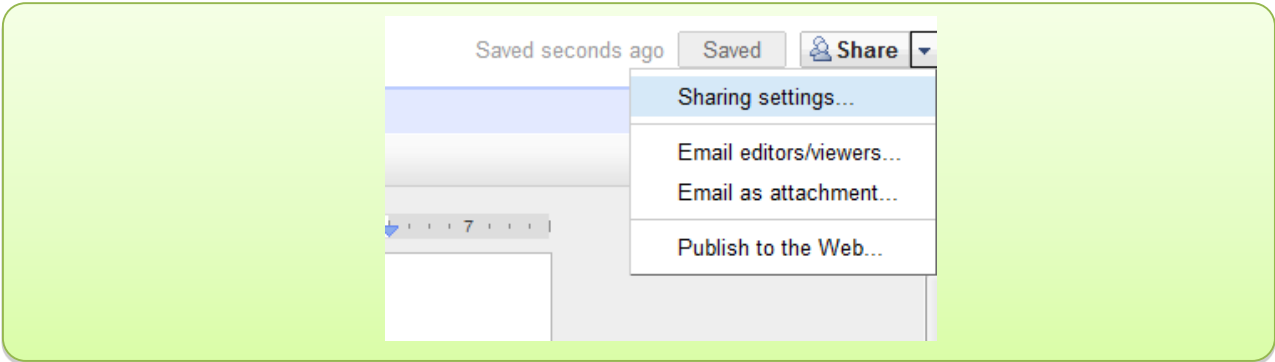


### **Sharing Google Docs**

A wonderful feature of Google Docs is the ability to share your work with others. You have many options for ways to do this. You can give access to a document where the viewers are only able to read the document and not make any changes. You can also give access to a document where people can collaborate with you by making changes. You will be able to see the changes that each person has made to your document. In this lesson, you will learn how to share your document with others and how to publish the final version.

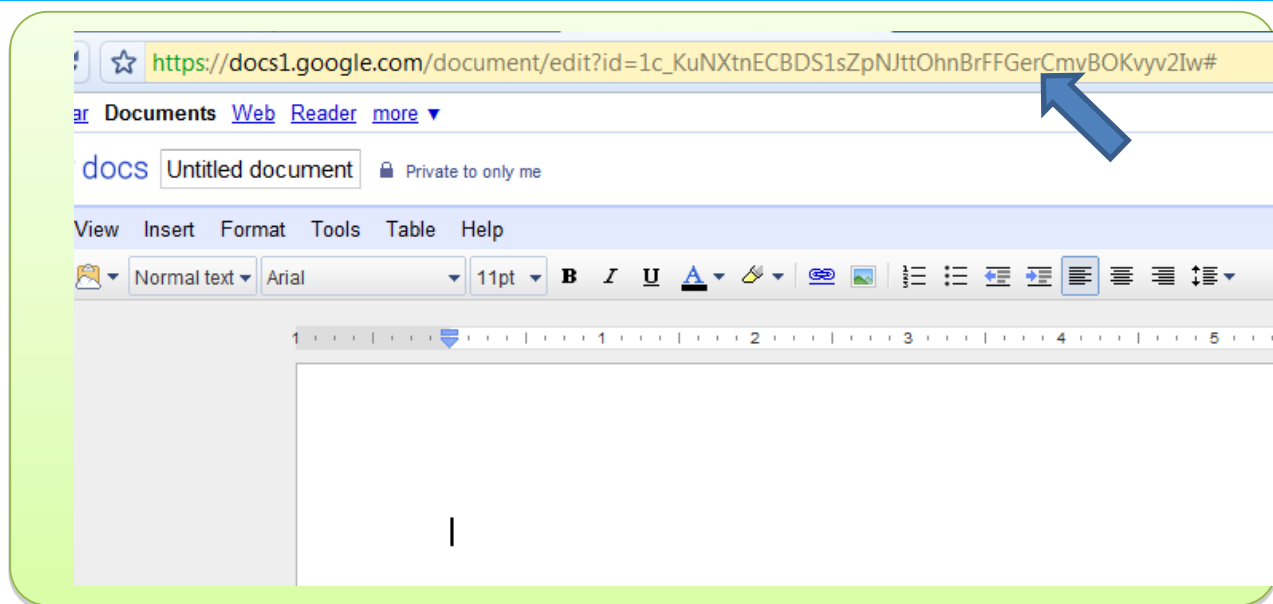
Note: In order to collaborate on a document, the person you share the document with must have a Google Account. Otherwise, they can only view the document.

1. The easiest way to share Google Docs files is to set Sharing Settings so that the file can be edited by anyone with the link and then send the link to your team members.

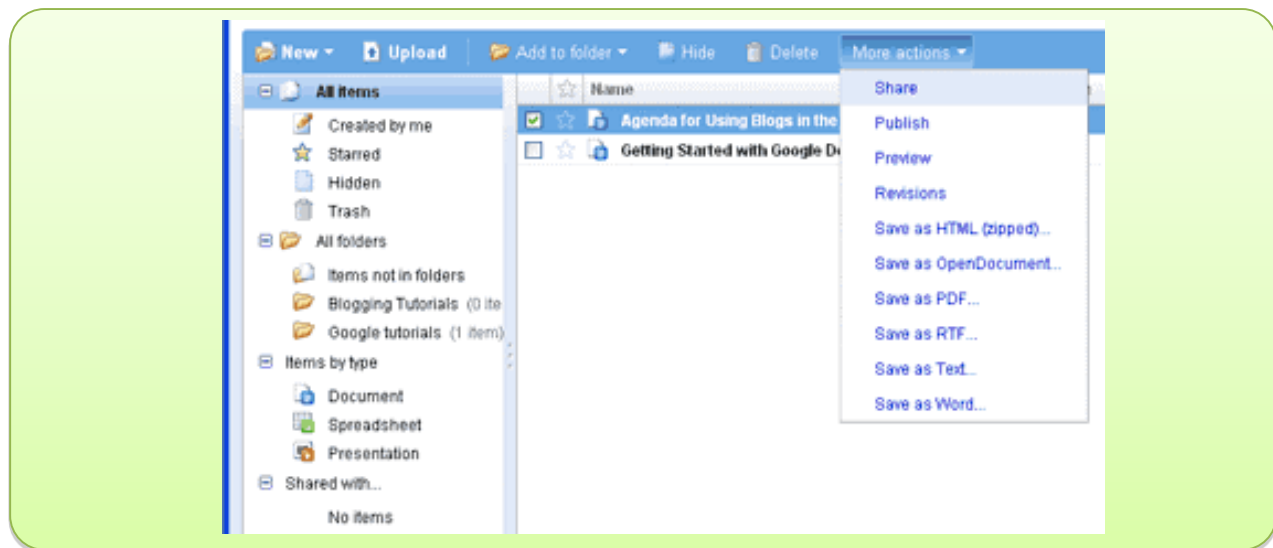


2. The link can be copied directly from the address bar in your web browser, or you can get it by clicking on the "Share" button.

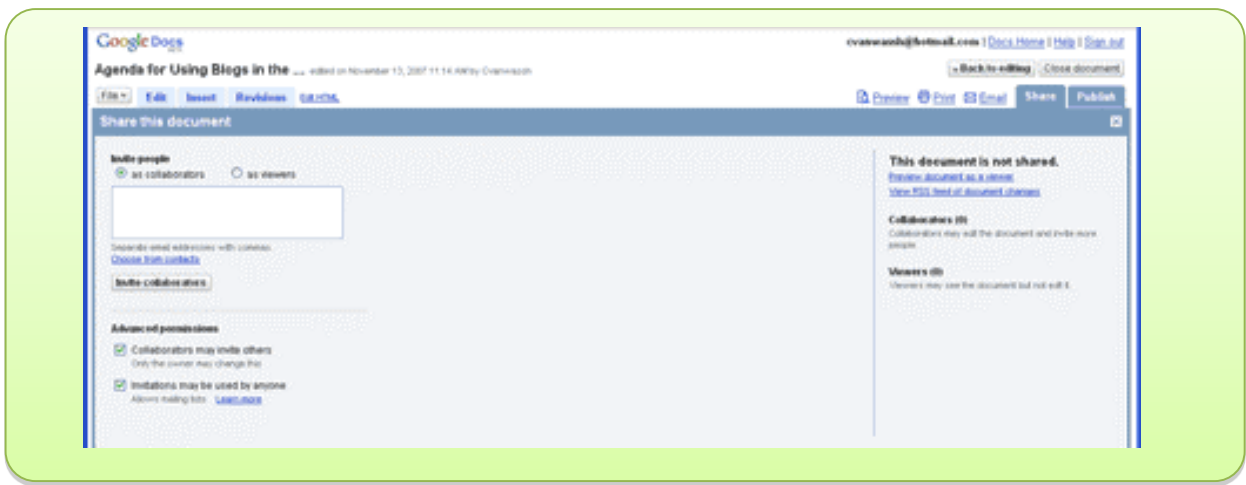




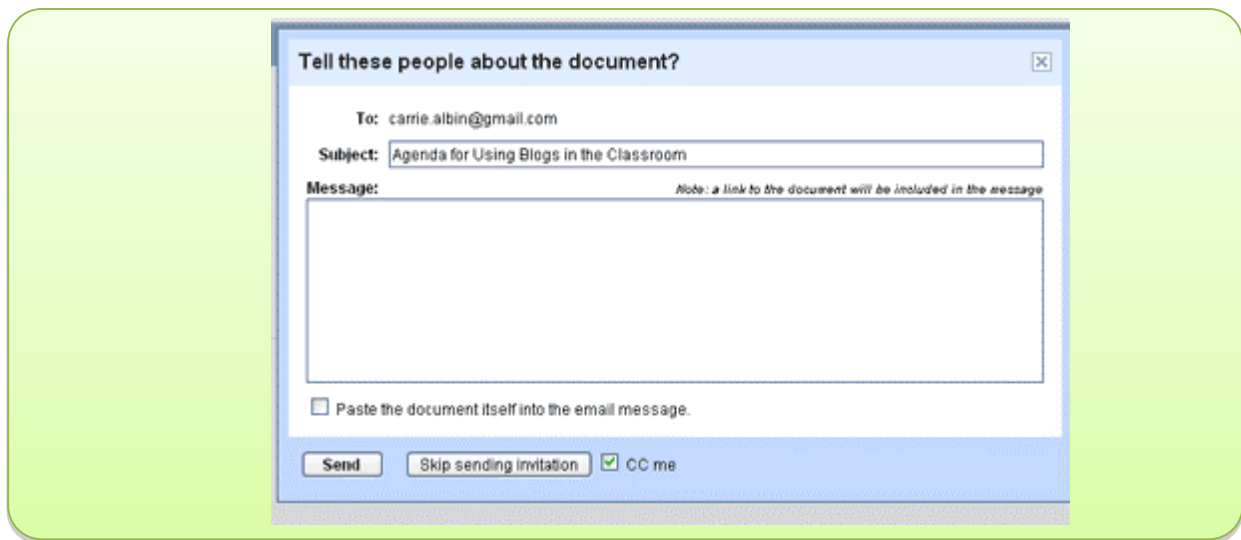
3. A more sophisticated way to share the file includes the following steps. Click on *All Items* in your left navigation menu to show all the items that you have in your Google Docs account. Select which one you would like to share with another person by clicking the checkbox in front of the document. Then click on the *More Actions* button on the *Menu* bar and select *Share*.



4. You have the option to invite others to be Collaborators or Viewers. Collaborators are able to view as well as edit any documents that you share using this option. Viewers are only able to view the document. They are not able to make any changes to the document. After selecting the Collaborator or Viewer option, you will need to type in the email addresses of the people with whom you would like to share the document. Separate addresses with a comma, then click on the Invite Collaborators/Viewers button.  
 Please note: If you'd like to allow Collaborators to add and delete other Collaborators and/or viewers, select the checkbox next to "Collaborators may invite others" under *Advanced* permissions. Collaborators, once given this permission, can share the document by forwarding their invitation to others.  
 To successfully add a mailing list, you must select the "Invitations may be used by others" checkbox (under *Advanced* permissions at the bottom of the screen). This allows all members of a group to access the document using this one invitation.



5. A window will pop up that will ask you to type in a message that will be emailed along with the invitation to access the document. Type in your message and click on the *Send* button. You have the option to CC yourself on the message by making sure the checkbox is selected next to “CC me.”



6. Anyone that receives the invitation can then click on the link within the message to begin viewing and/or editing the document. They will need to log in with their Google Account in order to edit if they are a collaborator.

### Video Conferencing

Experience shows that the teams that have face-to-face interaction tend to perform better. Communication is much richer when you go beyond emails and actually talk to your teammates once in a while on the phone, or even better, use free video-conferencing options such as Skype, Google+ or Facebook Video Chat.

#### Skype

Skype is a popular voice and video conferencing program that allows you to place a call to other Skype users as well as call people on their telephone numbers. All you need is a computer with a microphone and speakers (video optional) or a mobile device such as an iPad or a smart phone.

The huge advantage of Skype is that it already has hundreds of millions of users, and it is likely your teammates already have accounts. You simply add their names to your address book, and as long as you are logged in, you will see when your team members go on-line and can call them when they are available.

Another big advantage of Skype is that it is “always on-line;” as long as your computer is on, your Skype account is active. Your teammates can see that you are available, and you can see which of your team members are also on-line. You can keep working on your stuff, but if you have a question or need to discuss something, you can simply call, talk and then continue working. Because Skype is free, some people never log out and effectively always remain connected. This is as if you are working in the same room.

One of the limitations of Skype is that it allows video conferencing only between two users at a time (you can see only two people), though it supports multiple-user audio conferences (only voice).

Skype-to-Skype calls (including video) are free, but there is a small fee to place a call to telephone numbers. For the purpose of the X-Culture project, you will likely be using Skype to talk to your teammates who have a computer and are also using Skype, thus you will be able to talk to your teammates (and see them if your computers have video cameras) for free.

To download Skype, go to [www.Skype.com](http://www.Skype.com). The software is so simple to use that we don't provide further instructions here. Once you install the software, you will be able to use it in seconds.

If you need further instructions, there are many tutorials available on-line. The following links are recommended:

Text-only tutorial: [http://www.educationworld.com/a\\_tech/techtorial/techtorial107.pdf](http://www.educationworld.com/a_tech/techtorial/techtorial107.pdf)

Video tutorial: <http://www.youtube.com/watch?v=Wqx2noZy7CU>

## Google+

Google+ is a new platform that was introduced as recently as the summer of 2011. It is much more powerful than Skype and essentially combines Skype, Facebook, and Google Docs in one. The biggest advantage of Google+ over Skype is that Google+ allows video conferencing (or Hangouts as Google calls it) among up to ten people simultaneously. That is, you can talk and see ten people at the same time. It's like your entire team is at the table with you. You can even co-edit and share files in real time.

As long as you have a Google account (one that you created for emails or for Google Docs is all you need,) you are ready to use Google+. It is important to note that Google Hangouts no longer requires a Google+ account to use. As long as you have a basic Google account, you can have access to basic Hangouts features.

Like Skype, it is so extremely easy to use that we don't provide further instructions here. Once you login, you will be able to use it in seconds.

If you need further instructions, there are many tutorials available on-line. The following links are recommended:

How to video-conference in Google+

Video tutorial: <http://www.youtube.com/watch?v=K5kdr7N6nPg>

Text only: <http://www.wikihow.com/Use-Google%2B-Hangouts>

Since Google+ does much more than just video conferencing, here is a link to a list of tutorials that cover more Google+ features:

<http://freelancefolder.com/20-of-the-best-google-guides-and-tutorials-to-get-freelancers-up-and-running/>

## Facebook Groups

Facebook recently added a video chat option, so you can now effectively do everything Skype offers. This option also has most of the features of Google+. It may not be as powerful as Google+, but with almost a billion users, it is very likely your team members already have Facebook accounts. So, finding them and communicating (messages, instant messaging, voice, and video) with Facebook may take only a few seconds.

You probably already have a Facebook account and know how to use Facebook for chatting and calling, but if you don't, here are links to on-line tutorials that provide very clear instructions:

Video and text: <http://blog.facebook.com/blog.php?post=10150223135777131>

## Whatsapp

Whatsapp is a messaging app that works on iPhone, Android, Blackberry, Nokia, and Windows Phones. It uses the internet to send messages, which means those messages are free. However, it does use your data plan, so it may be best to use Wi-Fi to send messages through Whatsapp whenever possible.

Here is short video that shows how Whatsapp works: <http://youtu.be/mhnFh1MGx4w>

This link gives instructions on how to add international contacts' numbers correctly:

<http://www.whatsapp.com/faq/en/general/21016748>

Here is a comparison of Viber and Whatsapp: <http://youtu.be/ioOwpkCYlCg>

## Viber

Viber is very similar to Whatsapp, but has a bit more functionality. Viber is a free messaging and calling service that allows you to contact other Viber members (including internationally) for free. Viber works on almost any platform and device that is currently popular, from PC and Mac, to iOS and Android. It integrates right into your contact list and allows you to create groups to send messages and pictures, make phone calls, and video calls. The video calls are limited, like Skype, in that you can only video call with one other person at a time. You can download Viber directly at [Viber.com](http://Viber.com). To get a better idea of how to download and use Viber here are links to two videos:

Viber for phones and tablets <https://www.youtube.com/watch?v=NEqS5W-KfRw>

Viber for computers: <https://www.youtube.com/watch?v=UAVE8djwnTQ>

## Basecamp

Basecamp is a project management app available on PC, Mac, iPhone/iPad, Android, and through email.

This is a more serious platform for managing complex projects and is extremely popular in the business world. It is not free, but it gives you a 60-day free trial, which is enough to complete the X-Culture project.

Basecamp allows you to store all your project related files, messages and appointments in one shared space, so that anyone from your team could easily review all the materials and discussions. It is basically Dropbox, Google Docs, and Viber in one. By storing all the project materials in one central location you won't have multiple conflicting versions of the same file and nobody on your team will "miss" your email with the attachment. Everything is on the project page – ready for review any time.

Basecamp allows you to set meetings and deadlines, see what work needs to be done (and delegate that work if need be), and keep track of assignments.

Here is a short video on how Basecamp works: <http://youtu.be/B6refCD6fBc>

Here is a collection of 1-minute tutorials on each aspect of Basecamp:

<http://youtu.be/Fcw0JGFvYUM?list=PL0B869E1B9E6D8FBC>