



■ 1217 Lakewood Dr. ■ Greensboro ■ NC ■ 27410 ■ USA ■ 1 (336) 854-4102 ■ v_taras@uncg.edu ■ www.X-Culture.org ■

PERSONAL PERFORMANCE REVIEW

Attention: Clinton Oppong Opoku
University: Kwame Nkrumah University of Science and Technology
Country: Ghana
Email: opokuantin@gmail.com
Track: 2021-2-B

31 December 2021

Dear Clinton,

The X-Culture 2021-2 round is over. In this package, you will find:

1. Your personal confidential performance review;
2. Your recommendation letter;
3. Your X-Culture certificate.

First, here is your personal confidential performance review. It is an honest multi-dimensional review of your performance that provides not only an evaluation of your work in general, but also indicates how your performance compares to that of other X-Culture students.

Please do not get upset if some of your numbers are low. We hope you recognize that honest feedback, even if critical for some students, helps you identify areas where you can improve.

This is your personal and private performance review. We do not share it with anyone else. It is for you and you only, so you can use it for your personal development.

Below are the average evaluations and feedback on your report. Each report was independently evaluated by several (3 to 8) professors. The numbers below are the overall averages across all professors.

Please note that the reports were evaluated on a 7-point scale, where 1=very poor; 2=poor quality, 3=acceptable, 4=satisfactory, 5=good, 6=very good, and 7=outstanding.

Team #: 184

- General impression (average across all teams 5.3): 5.6
- Executive Summary (average across all teams 5.2): 6.0
- Block 1: Market and Competition (average across all teams 5.3): 6.1
- Block 2: Marketing Strategy (average across all teams 5.2): 6.0
- Block 3: Operations Management (average across all teams 5.0): 5.8
- Formatting quality, visual appeal, clarity of explanation, and strength of the supporting arguments (average across all teams 5.2): 6.0
- Creativity of ideas (average across all teams 5.1): 5.8

REPORT SCORE (average across all teams 5.1): 5.9

If you want to know how your team compares to other 1,132 highly skilled and competitive X-Culture teams that took part in the 2021-2 round, you were in the Top 13.6%, or your report is better than 86.4% of other submissions this semester.

The business proposals that the X-Culture participants had to develop are highly complex. They are not “2+2=?” where there is a clear, correct answer, and all other answers are wrong. The X-Culture challenges can be solved in multiple ways, and there is no way to confidently say a particular proposal is either “right” or “wrong.” Depending on their experience and understanding of the market conditions, different experts may evaluate differently the same answer.

To give you an idea of how consistent the evaluations provided by different experts were, we calculated the expert agreement score. An agreement score of 0.0 means that every single reviewer gave exactly the same grade to your report. An agreement score around 1.0 means that the reviewers were generally consistent, but some reviewers provided somewhat higher scores than others. An agreement score closer to 2.0 means that the reviewers had significant disagreements about the quality of your work, and some gave you high scores, while others gave you low scores.

The inter-rater agreement score for your report is: 1.1

Some appraisers also jotted down some quick comments on your work:

It is highly unusual to format the Executive Summary as bullet points. Do not use first person in a formal document. This discussion of pricing is confusing, why would anyone pay when there are so many free options. Good comparison of competitors. Informative executive summary. But there should be more arguments for choosing the Danish market. The report is prepared on a very high level. It is very detailed and can contribute to the company international operations. the informations that are given in this report are very interesting and well structured but still there is some spelling mistakes throughout so its better to proof read it

As for your personal peer evaluations, your team members evaluated your performance *after the semester ended* as the following:

Peer-evaluated performance:

Evaluated on a 5-point scale where 1=very bad, 2=bad, 3=acceptable, 4=good, 5=excellent.

- Effort (cohort average: 4.1): 4.3
- Intellectual contribution (cohort average: 4.0): 3.5
- Leadership skills (cohort average: 3.5): 3.5
- Collegiality and positive attitude (cohort average: 4.4): 4.5
- Overall peer evaluations (cohort average: 4.0): 3.9
- Peer-evaluated English proficiency (cohort average: 4.4): 4.5
- Peer-evaluated technical skills (cohort average: 4.0): 3.8

Please note, these numbers may be slightly lower than what you saw in your weekly peer evaluations. We noticed that many students tend to give higher evaluations to their team members during the semester to “keep everyone happy,” but give lower evaluations after the semester is over when they no longer worry you can retaliate by lowering their evaluations, too. On average, during the semester, weekly peer evaluations tend to be around 4.1 (out of 5.0), whereas they drop to about 3.9 in the post-project evaluation round.

Additionally, some of your team members left some comments about your performance. We hesitated as to whether or not we should share them but felt these comments could be developmental, insightful, and informative and decided to share them, but first turning them anonymous, without indicating who exactly said what—just a general aggregation.

. Completes his sections on time, really good teammate Great work. No problem figuring out what he was trying to say. No citations were provided and two sentences were plagiarized so I had to rewrite them because he never answered me on fixing them. When it came to citations I was given websites, but not where they were supposed to go in his sections. Jimmy hendricks

Compared to the other 6,000+ participants this semester, your individual performance was better than that of 40.9% of the other project participants, or it was in Top 59.1%. Again, remember you were competing against highly qualified students from top universities around the world. Even those who were at the bottom of this group probably perform much better than a regular person. Thus, a low number does not mean your performance was poor. It only means that other X-Culture students did even better.

Also note, on average, students evaluated themselves 1.2 points higher than the evaluations they received from their peers. For example, students who felt they deserved 4.8 tended to get only 3.6 from their peers. The same is true in reverse. Students, whom YOU gave, for example, 3.0, probably felt they deserved 4.2. This tendency is called the “self-serving bias.” We tend to evaluate ourselves more favorably and others less favorably. This creates this discrepancy in self vs. peer evaluations. This discrepancy is especially large in virtual teams where team members do not have many opportunities to observe their team members working on the project directly.

So, if you feel the evaluations you received from your team members are too low, do not get upset. It is a normal tendency to undervalue the work of others and overvalue our own work. You likely gave

your team members lower scores than what they thought they deserved. This is just how people evaluate each other.

I hope you find this review fair and developmental.

If you would like to respond to this review, please [use this online form](#).



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31 December 2021

Subject: Reference Letter for Clinton Oppong Opoku

TO WHOM IT MAY CONCERN:

Clinton Oppong Opoku participated in the X-Culture Project in the 2021-2 round (August - December).

X-Culture is a large-scale international experiential learning and business consulting project that involves over 6,288 MBA and business students from over 140 universities in 59 countries on six continents every semester. Over 80,000 students have participated in the project since its inception in 2010.

The students were placed in global virtual teams, where each team member was in a different country. Working with peers from around the globe, dealing with cultural differences, time-zone dispersion, and global communication challenges, the teams completed a consulting business project for a real multinational company.

The task was to develop a market expansion strategy, including the analysis of the competitive position of the client company, its strengths and weaknesses, threats and opportunities; identifying most promising markets and conducting an in-depth analysis of their economic, cultural, and political environments; developing market entry, pricing, promotion, marketing, and HR strategies; as well as developing recommendations concerning the logistics and product adaptations for the new markets.

Before the project started, students received training on online collaboration tools, international team dynamics, cross-cultural communication and conflict resolution, and more. During the semester, the students have had multiple live webinars with the CEOs and owners of the client companies. A number of students have also had opportunities to present their work to and receive feedback from professors and top managers of their client companies.

We rigorously measure and compare the students' performance and rate them on over a dozen performance indicators, including peer evaluations, report quality, timeliness, creativity, and more. This provides an excellent work sample as performance in X-Culture is probably a good predictor of performance in jobs requiring teamwork, cross-cultural interactions, and analytical and research skills.

Our records of *Clinton Oppong Opoku's* performance over the several months of X-Culture are provided below.

Global Virtual Team Aptitude Test: Successfully Passed.

Before the project started, each student had to complete a rigorous global virtual team aptitude test. We measured knowledge of online collaboration tools, the ability to work with information, understanding of teamwork principles, challenges and best practices of international collaboration, and English language skills.

Clinton Oppong Opoku has successfully completed the pre-project training and passed the Global Virtual Team Aptitude Test.

Diligence and Ability to Meet Deadlines: High.

Peer-Evaluated Performance and Potential:

(1=very bad, 2=bad, 3=acceptable, 4=good, 5=excellent)

Effort: 4.3

Creativity: 3.5

Leadership skills: 3.5

Collegiality and positive attitude: 4.5

Peer-evaluated English proficiency: 4.5

Peer-evaluated technical skills: 3.8

Overall peer evaluations: 3.9

These are not only strong results and excellent peer evaluations in general, but they are also among the highest (Top 40%) in the cohort of highly skilled and very competitive X-Culture students, and probably much higher in the general population.

The students also rated each team member's role on the team. The results showed that Clinton Oppong Opoku was the team's reliable member, who may have not been interested in being a team leader, but who could be trusted to complete the work well.

Expert-Evaluated Ability to Solve Complete Problems:

Each international team completed a consulting project for a real international company and developed an international market entry strategy. Each consulting report was evaluated by several International Business professors and industry experts. Below are the expert evaluations of the consulting project developed by Clinton Oppong Opoku's team.

(1=very bad, 2=bad, 3=acceptable, 4=not bad, 5=good, 6=very good, 7=excellent)

- General impression (average across all teams 5.3): 5.6
- Executive Summary (average across all teams 5.2): 6.0

-
- Block 1: Market and Competition (average across all teams 5.3): 6.1
 - Block 2: Marketing Strategy (average across all teams 5.2): 6.0
 - Block 3: Operations Management (average across all teams 5.0): 5.8
 - Quality and economic viability of the consulting report and ability to solve complex international business problems: 5.9.
 - Creativity and ability to produce novel unconventional solutions: 5.8
 - Writing skills, ability to present clear and convincing arguments: 6.0

REPORT SCORE (average across all teams 5.1): **5.9**

These are not only excellent results in general, but also among the highest (Top 10%) compared to other 1000+ global virtual teams that took part in the X-Culture competition this semester.

Recommendation:

Based on my thorough review and comparison of Clinton Oppong Opoku's performance compared to the other teams and students who took part in X-Culture this semester, I can recommend this person for a job that requires work in teams, including cross-cultural virtual teams.

Also, I can very confidently recommend this person for jobs that require strong analytical, research, and writing skills, such as business consulting projects.

Provided that *Clinton Oppong Opoku* has learned a lot during the X-Culture Project, I predict even better performance the next time on a similar task.

If past performance is a predictor of future performance, I expect that Clinton Oppong Opoku will do well on team-based international business consulting projects in the future.

Most sincerely,



Dr. Vasyl Taras
Associate Professor of International Business
X-Culture Project Founder and Director
Fellow of the Academy of International Business, Southeast USA
Bryan School of Business and Economics
The University of North Carolina at Greensboro
v_taras@uncg.edu
www.X-Culture.org



GLOBAL COLLABORATION CERTIFICATE

awarded to

CLINTON OPPONG OPOKU

who successfully completed the X-Culture Global Collaboration Course involving theoretical training and two months of practical experience as a member of a Global Virtual Team. The teams developed a high-quality business plan for a multinational company, working alongside over 6,288 students from 140 universities in over 59 countries on 6 continents.



December 27, 2021

Vas Taras
Dr. Vas Taras, Founder



KWAME NKRUMAH
University of Science and Technology

This is to certify that

Clinton Oppong Opoku

Having pursued a prescribed course of study,
and having passed the requisite examinations this *1st November, 2022*
has been duly admitted by the University to the Degree of

Bachelor of Science

Business Administration (International Business)

PASS

Given under our hand

Student Registration No:

9951717



00199908

A handwritten signature in black ink, belonging to the Vice-Chancellor.
Vice-Chancellor

A handwritten signature in black ink, belonging to the Registrar.
Registrar

GHANA NATIONAL SERVICE SCHEME



2310026616

Certificate of NATIONAL SERVICE



SCAN ME

Name **OPPONG OPOKU CLINTON**

Institution attended **KWAME NKRUMAH UNIVERSITY OF SCIENCE
AND TECHNOLOGY**

Qualification **BSC. BUSINESS ADMINISTRATION
(MARKETING/INTERNATIONAL BUSINESS)**

NSS Number **NSSGST7046022**

Place of Service **NATIONAL SERVICE SCHEME**

Region/District **GREATER ACCRA**

Year/Period of Service **2022/2023**

Having successfully completed his/her mandatory National Service,
has satisfied the requirement of the National Service Act 426, 1980,
of the Republic of Ghana and is eligible for engagement in any employment.



Republic of Ghana


Executive Director
National Service Scheme



15TH

OCTOBER

23

Signed this day of 20.....