IN395B: LEADING ACROSS CULTURES: INTERNSHIP SEMINAR
IES Abroad Syllabus

COURSE DESCRIPTION: This course provides an introduction to the cultural context for the internship placement by examining cultural issues in the workplace with a particular focus on preparation for entering the work environment. Writing and discussion topics also introduce the concept of skill-building in cross-cultural competencies including cross-cultural communication, teamwork, and conflict mediation. The course consists of two parts: online pre-departure modules that prepare students for culturally appropriate résumé development and interviewing skills to facilitate proper placements, and on-site classroom discussions to enable students to process what they experience at the internship host organizations.

CREDITS: 6

CONTACT HOURS: 45

INSTRUCTOR: TBD

METHOD OF PRESENTATION: In both the online and classroom segments, the seminar provides a robust learning environment with active discussion of readings, integration of internship experiences, and field studies. The seminar meets for 45 contact hours. Students spend 176-320 clock hours at the internship placement site, depending on the needs of the host company.

LANGUAGE OF PRESENTATION: English (may also be offered in Spanish in Barcelona)

REQUIRED WORK AND FORM OF ASSESSMENT: Active participation in online content (10%); Active participation in seminar based on assigned reading, (10%); Weekly Internship journal (15%); Short analytical paper based on a seminar topic and related to the internship experience (25%); On-site evaluation by work supervisor via midpoint progress meeting and final evaluation utilizing IES Abroad metric (40%).

Internship Journal. Weekly Journal entries track your learning and development at the placement. Entries should include work activities, critical incidents that gave you insight into the work environment, observations of how leadership is exercised, and reading responses. Four of the writing assignments are ‘directed.’ Each entry should be 2-3 typewritten pages, double-spaced (500-750 words).

Analytical Paper. Using the Cultural Analysis Toolkit, conduct an analysis of how one of the topics discussed during the seminar (communication, national economy, labor market, teamwork, conflict negotiation or mediation) was evident in your workplace. The paper should include a description of your observations, differences noted between your home and host cultures that may have played a role in the situation and what you learned from the experience. The paper should be 8-10 typewritten pages, double spaced.

STUDENT RESPONSIBILITIES:
Students are required to participate in all online and seminar meetings. Students must receive instructor’s prior permission for any excused absence and more than one absence will result in a negative impact on your grade, regardless of the reason for the absence.

Students must submit résumés electronically to the Internship Coordinator at their Center. The Internship Coordinator will provide feedback on the résumé and will also arrange for a
practice Skype interview with IES staff. Once the résumé and interview coaching has been completed, the Internship Coordinator will match the student with a possible host organization and arrange a Skype or telephone interview. When the student and the host organization agree to the match, both parties sign an agreement detailing the project(s) to be completed by the student. During the internship, each student will have a supervisor on site at the host organization. Students will submit weekly status reports to their supervisors and to the Internship Coordinator. Internship Coordinators will check in with students regularly and should be contacted by students immediately when issues arise at the placement site.

Students are expected to report to work on time and to be professionally dressed every day they are scheduled to work. Students may not ask employers to change their schedule or to leave work early unless prior permission is received from the IES Internship Coordinator. If a student cannot report to work due to illness, s/he should notify their supervisor and the IES Internship Coordinator immediately. Unexcused absences, extended breaks or lunch hours and leaving the work site early are all causes for Administrative Review, as stipulated in IES Abroad Student Policies.

LEARNING OUTCOMES:
By the end of this course and the internship placement, students will be able to:

1. Apply written and oral communication skills that are appropriate to the work environment.
2. Demonstrate career search skills including preparing a résumé and cover letter, conducting Skype interviews, networking and using social media tools such as LinkedIn to create a professional network.
3. Describe and analyze cultural differences in the workplace based on critical incidents.
4. Demonstrate ability to analyze personal professional strengths and weaknesses.
5. Demonstrate knowledge and skills required to work on cross-cultural teams.
6. Synthesize the experiences of the internship placement in a revised résumé.

CONTENT:

**SESSION 1 Intro to Course Content & Placement Process**
(30 min, online predeparture) (Faculty) Introduction to the course content and requirements; introduction to the internship placement requirements and the internship contract. The concept of reciprocity in the internship placement.

**Reading:**
- *How to avoid being the ugly American when doing business abroad.* Case study by Andrew Rosenbaum. Harvard Business School
- Students should be provided with resources to learn about the local culture prior to departure.

**Directed Journal entry:**
Describe your learning goals for the internship and how you believe the experience may contribute to your future career.
**SESSION 2 Intro to Resume Writing**
(30 min, online predeparture) (Internship Coordinator) Introduction to résumé writing; international résumé formats; review and feedback of students’ résumés.

**Reading:**
- Local résumé guidelines to be provided by IES Center

**Deliverable:**
Students submit résumés for review and revise as necessary.

**SESSION 3 Interview Coaching & Placement Interviews**
(30 min, online, predeparture) (Internship Coordinator) Overview of preparing for an interview including common interview questions and techniques for online interviews; practice interviews with Center staff; employer interviews in the host city. Professional expectations in the host country (dress, punctuality, office behavior, use of internet & technology).

**Reading:**
- Local interviewing guidelines to be provided by IES Center

**Deliverable:**
Students participate in practice interviews with IES staff and then with potential host companies.

**SESSION 4 Communicating Across Cultures**
(60 min, online, predeparture) (Faculty) Communicating across cultures: communication styles and how to communicate effectively with supervisors; intellectual property and introduction to networking and the role of social media in developing a professional network.

**Reading:**
- Early, P. Christopher and Mosakowski, Elaine (2004). Best Practice: Cultural Intelligence in *Harvard Business Review*: 139-146
- Centers will add readings appropriate for the local environment.
Directed Journal entry:
Describe your own communication style and what you can do to adapt to the communication style of your supervisor and host culture.

SESSION 5 Case Discussion
(2.5 hours, online predeparture) (Faculty) Case discussion about the local impact of the recent worldwide economic crisis.

SESSION 6 Local Economy
(2.5 hours on-site) (Faculty) Overview of the interactions between the national economy and labor market and their combined impact on job opportunities, workplace demographics, and internship placements. Ethics as an absolute and a cultural construct: identifying ethical positions that are common across cultures and culture-specific views on ethical challenges.

Reading:
Readings will vary from location to location. Centers will add readings appropriate for the local environment.

Directed Journal entry:
Describe an ethical challenge you have observed in your internship and differences in the way your home and host culture perceive the situation.

SESSION 7 Global Leadership Competencies
(2.5 hours on-site) (Faculty) Global Leadership Competencies: Examine the research on competencies needed to lead in a global environment. Deepen your understanding of leadership challenges in the workplace including cognitive complexity, managing diversity, openness, influencing with integrity and ‘asserting with respect.’

SESSION 8 Teamwork
(2.5 hours on-site) (Faculty) Teamwork: the impact of cultural values and beliefs, including leadership styles, on creating a successful team.

Reading:
- Meeting the Challenge of Global Leadership (2010). Coghill and Beery International
- Centers may add readings appropriate for the local environment.

SESSION 9 Observe & Understand Different Job Contexts Part I
(2.5 hours on-site, site visit) (Internship Coordinator & Faculty) Visit a local work site to observe different job contexts. Discuss similarities and differences in your own work place and those of your classmates.

SESSION 10 Local Environment/Culture
(2.5 hours on-site) (Faculty)

SESSION 11 Cultural Assessment Toolkit
(2.5 hours on-site) (Faculty) Learn how to identify cultural features without falling into the trap of stereotyping. Understand the impact of stereotypes and cultural differences on judgment and decision making.

Reading:
- A case study relevant to the local environment is recommended.

SESSION 12 Networking
(2.5 hours on-site) (Internship Coordinator & Faculty) Attend Following up from the introduction presented in Session 4, learn more about how professionals develop their network in the local environment. Learn the role of social media, personal contacts and professional organizations in one’s network. Develop an understanding of how networking influences employment opportunities and career development. Practice introducing yourself or others in a culturally appropriate manner in preparation to attend a professional networking event.

SESSION 13 Attend a Professional Networking Event
(2.5 hours on-site) (Internship Coordinator & Faculty) Attend a networking event where you will have the opportunity to meet local professionals and/or students with similar backgrounds and interests. Use this event to further develop your own international professional network.

SESSION 14 Stereotypes & Cultural Differences
(2.5 hours on-site) (Faculty) Discuss the observations you have made at your internship workplace using the Cultural Assessment Toolkit as a framework. What have you learned from observation, conversation, written materials and/or meetings? What are your own preferences and what challenges do you face in this new environment? What strategies are you using to achieve your goals?

SESSION 15 Conflict Negotiation & Mediation
(2.5 hours on-site) Conflict negotiation and mediation in the local cultural environment: role play of mediating a conflict at the workplace, using appropriate communication style and influence.

Reading:


- Additional readings to be provided by Centers regarding culturally appropriate conflict negotiation in the local environment.
SESSION 16 International Careers & Local Job Opportunities
(2.5 hours on-site) (Internship Coordinator & Faculty) Learn about opportunities to internationalize your career, including resources available to job seekers in the local environment.

SESSION 17 Observe & Understand Different Job Contexts Part II
(2.5 hours on-site, site visit) (Internship Coordinator & Faculty) Visit a local work site to observe different job contexts. Discuss similarities and differences in your own work place and those of your classmates.

SESSION 18 Lessons Learned Part I
(2.5 hours on-site) (Internship Coordinator & Faculty) Students present their “lessons learned” from their internship experiences. This may be based on the analytical paper due at the end of the course and/or the Cultural Analysis Toolkit materials.

SESSION 19 Lessons Learned Part II
(2.5 hours on-site) (Internship Coordinator & Faculty) Students present their “lessons learned” from their internship experiences. This may be based on the analytical paper due at the end of the course and/or the Cultural Analysis Toolkit materials.

Deliverable:
Final analytical paper due

SESSION 20 Incorporate Your Internship into Your Career Search Part I
(2.5 hours on-site) (Internship Coordinator & Faculty) Workshop on incorporating your internship experience into your résumé and describing it in a job application and during an interview.

SESSION 21 Incorporate Your Internship into Your Career Search Part II
(2.5 hours on-site) (Internship Coordinator & Faculty) Workshop on incorporating your internship experience into your résumé and describing it in a job application and during an interview.

Directed Journal Entry:
What do you think are the three main new skills you have acquired from your internship? Think critically. These may be hard skills such as learning how to use social media for an organization or they may be "soft skills" such as working with people from different cultures.

Deliverable:
Students submit revised résumés and practice discussing their internships with IES staff and classmates.
REQUIRED READINGS:


Rosenbaum, Andrew. How to avoid being the ugly American when doing business abroad. Harvard Business School.


RECOMMENDED READINGS:

(Other location-specific readings to be provided by Centers. Selections will include works of fiction, when possible.)

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