IN 395 LEADING ACROSS CULTURES: INTERNSHIP SEMINAR
IES Abroad Cape Town

DESCRIPTION: This course introduces the cultural context of Cape Town in relation to the internship placement programme. Discussion topics will introduce the concept of skill-building cross-cultural competencies, including cross-cultural communication, teamwork and conflict mediation. The course consists of two parts: first, online pre-departure modules that prepare students for culturally appropriate resume development and interviewing skills to facilitate effective placements; and second, on-site classroom discussions to enable students to process why they experience at their respective internship host organisations. By examining types of cultural factors in the workplace, with particular focus on preparation for entering this work environment, this seminar seeks to equip students with an intercultural toolkit for navigating professional spaces in Cape Town and beyond.

CREDITS: 3 credits

CONTACT HOURS: 25 hours

LANGUAGE OF INSTRUCTION: English

METHOD OF PRESENTATION: Workshops, lectures, presentations, reflection sessions

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 a midpoint progress meeting and final evaluation utilizing IES Abroad metric (40%)

Active participation in online content: Participation will be automatically determined by whether you access the material and complete the deliverables of the pre-departure sessions.

Active participation in seminar based on assigned reading: Participation will be graded in relation to the small group presentations in Session 12 as the culmination of the work done during other session. The presentation should detail the application of the Cultural Analysis Toolkit to student internship experiences. The presentation should include the following:
  - A brief introduction of group members which includes a summary and comparison of their personal assessments from the Cultural Analysis Toolkit (20)
  - Comparing the observations/assessments of internship placements from data gathered when applying the Cultural Analysis Toolkit (20)
  - A brief assessment of the usefulness of using the toolkit (20)
  - Some of the key learnings on a personal and professional level gleaned from applying the toolkit (20)

Presentations will be graded against these key components as weighted above as well as:
  - The use of additional insights from class readings and discussions (10)
  - Technical excellence and creativity (10)

Internship Journal: Weekly Journal entries track your learning and development at the placement. Entries (unless otherwise specified) should include:
  - A brief summary of work activities for the week.
  - Describing one or more critical incidents that gave you insight into the work environment
  - Observations of how leadership is exercised
  - Reflections on what the readings made you think about your internship experience.

Journals are due every Friday by 4pm and should be submitted / written on Moodle. Journal entries should be 500-750 words. Make
a note of the weeks in which a different format is required.

Journals will be graded on a four-tier scale:
- A for superlative critical engagement and deep reflection on learning;
- B for solid evidence of reading, reflection and linking experiences in the internship to the themes of the seminar;
- C for meeting the requirements;
- D for evident lack of effort.

**Analytical Paper.** Your analytical paper is an opportunity for you to evaluate your overall internship experience as well as your personal and professional development over the course of the semester. This is also an opportunity to reflect upon the ways in which your own values, experiences, interests, beliefs, and cultural preferences have influenced your learning experience while living and working abroad. Please pay careful attention to the rubric below for what to include, and the weighting of the various components. Paper is due 2 August.

**Analytical Paper Rubric:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Possible Considerations</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>Title/Acknowledgements</td>
<td>- Creative and appropriate title</td>
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<tr>
<td></td>
<td>- The acknowledgements are complete, and appropriately written</td>
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<tr>
<td>Introduction to the organization</td>
<td>- A brief summary or overview of the organization and the work they do, including various departments, or projects</td>
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<tr>
<td>Role</td>
<td>- A brief description of the projects/work you completed during the internship time</td>
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<td>Cultural difference observations</td>
<td>- A record of your observations of the differences noted between your home and host cultures that may have played a role in work situations (pay attention to the work done in your Cultural Analysis Toolkit)</td>
<td>30</td>
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<td></td>
<td>- Respectful reflections on your key learnings from applying the toolkit to thinking through your internship experience</td>
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<td>Direct lessons learned</td>
<td>- Picking one seminar topic other than cultural analysis (e.g. History, politics &amp; economics of host country, or Networking), and making use of the readings, relate these readings to your internship experience and detail the lessons learned</td>
<td>30</td>
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<td>- Respectful reflections on your key learnings from thinking through your internship in relation to the seminar topic</td>
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<tr>
<td>Conclusion</td>
<td>- How you think your global competence has been strengthened by what you have learned from your experiences</td>
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<td>Technical aspects</td>
<td>- The paper is organized into major sections (and sub-sections, as appropriate) and/or follows guidelines established in accordance with the orientation of the program/discipline</td>
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<td>- There is evidence of consistent use of in-text citations, a complete and correct reference list</td>
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<td>- There are no mistakes in writing &amp; grammar, spelling &amp; punctuation</td>
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<td>- The paper is clean, legible, well-formatted, professional in appearance, and aesthetically pleasing</td>
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**STUDENT RESPONSIBILITIES:**

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

You are expected to report to work on time and to be professionally dressed every day you are scheduled to work. You may not ask...
employers to change your schedule or to leave work early unless prior permission is received from the IES Internship Coordinator. If you cannot report to work due to illness, you should notify your 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 the course students will be able to:
- Apply written and oral communication skills that are appropriate to the work environment;
- Employ 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;
- Describe and analyze cultural differences in the workplace based on critical incidents;
- Analyze personal and professional strengths and weaknesses;
- Utilise knowledge and skills required to work on cross-cultural teams;
- Synthesize the experiences of the internship placement in a revised résumé.

**ATTENDANCE POLICY:**
Regular attendance in the internship seminar is mandatory. For every absence, 3 percentage points will be deducted from the final grade. More than 4 absences will result in an administrative review that may lead to a failing grade, inability to continue with the internship placement, and/or dismissal from the program. Attendance at the last seminar meeting is critical to helping you translate your internship experience into your job search preparation. Students who miss the final seminar meeting will receive a failing grade for the course.

**CONTENT:**

<table>
<thead>
<tr>
<th>Session</th>
<th>Content</th>
<th>Assignments and Readings</th>
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<tbody>
<tr>
<td>Session 1</td>
<td><strong>Internship Coordinator &amp; Seminar Instructor</strong></td>
<td><strong>Reviewing:</strong></td>
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<td></td>
<td>Introduction (30 min, online pre-departure) Introduction to the course</td>
<td>Review the two presentations:</td>
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<td>content and requirements; introduction to the internship placement</td>
<td>- Introduction to the Programme</td>
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<td>requirements and the internship contract. The concept of reciprocity in</td>
<td>- Introduction to the Seminar</td>
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<td>the internship placement.</td>
<td><strong>Deliverable:</strong></td>
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<td>Describe your learning goals for</td>
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<td>the internship and how you</td>
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<td>believe the experience may</td>
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<td>contribute to your future career.</td>
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<td>Session 2</td>
<td><strong>Resume and cover letter</strong> (30 min, online pre-departure) (Internship</td>
<td><strong>Reading:</strong></td>
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<td>Coordinator) Introduction to résumé writing; international résumé</td>
<td>- Review resources including</td>
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<td>formats; review and feedback of students’ résumés.</td>
<td>how-to videos, templates and</td>
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<td>examples</td>
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<td><strong>Deliverable:</strong></td>
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<td>Students submit cover letters &amp;</td>
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<td>résumés for review and revise</td>
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<td>as necessary.</td>
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<td>Session 3</td>
<td><strong>Interviews</strong> (30 min, online, predeparture) (Internship Coordinator)</td>
<td><strong>Review:</strong></td>
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<td>Overview of preparing for an interview including common interview</td>
<td>- Tips on remote interviewing</td>
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<td>questions and techniques for online interviews; practice interviews</td>
<td>- Tips on how to ace interviews</td>
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<td>with Center staff. Professional expectations in the host country (dress,</td>
<td><strong>Deliverable:</strong></td>
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<td>punctuality, office behavior, use of internet &amp; technology).</td>
<td>Students participate in interviews with IES staff.</td>
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</table>
| Session 4 | **Introduction to Cultural Analysis Toolkit**  
(60 min, online, pre-departure) (Faculty)  
Introduction to the Cultural Analysis Toolkit;  
Communicating across cultures: communication styles and how to communicate effectively with supervisors. |
|---|---|
| **Review:**  
- Session 4 Instructions on moodle  
**Required Reading:**  
- Mendez, Deirdre (2013). Cultural Analysis Toolkit: Navigating International Business Culture, The University of Texas at Austin CIBER: 3-44  
**Recommended reading**  
- Early, P. Christopher and Mosakowski, Elaine (2004). Best Practice: Cultural Intelligence in Harvard Business Review: 139-146  
| **Deliverable:**  
Take the Self-Test for each feature in the Cultural Analysis Toolkit and chart your own cultural profile on page 34 of the Toolkit. Be ready to discuss your own profile and cultural biases in On-site Session 6. In particular, be ready to describe your own communication style and what you can do to adapt to the communication style of your supervisor and host culture. |

| Session 5 | **Socio-Economic Overview**  
(2.5 hours, online pre-departure) (Faculty)  
Engagement with the local historical and current social and economic context and some of the implications for the economy, employment and social relations. |
|---|---|
| **Review:**  
- Apartheid Explained (video)  
[https://www.youtube.com/watch?v=2f2k6DFCL4](https://www.youtube.com/watch?v=2f2k6DFCL4) Accessed 23rd May 2019  
- Extreme Inequality Retards South Africa’s economic growth (video)  
[https://www.youtube.com/watch?v=2JAmguL0RHU](https://www.youtube.com/watch?v=2JAmguL0RHU) Accessed 23rd May 2019  
- SABC News: South Africa’s economic outlook for 2019 (video)  
[https://www.youtube.com/watch?v=_HjbEOG06DI](https://www.youtube.com/watch?v=_HjbEOG06DI) Accessed 23rd May 2019  
- South Africa’s Political System Explained:  
- Comparing the Pre-and post-apartheid Workplace (2012).  
| Session 6 | **Introduction to the Local Environment**  
(2.5 hours on-site) (Faculty) | Review:  
- Introduction to the Local Environment  
Reading:  
- 7 HR trends in South Africa Available: https://www.skillsportal.co.za/content/7- hr-trends- south-africa  
  Accessed: 06 May 2017  
  Accessed 4 May 2017  
  Accessed: 5 May 2017  
DELIVERABLE  
- Week one Journal Entry |
| --- | --- | --- |
| Session 6 | **History, Politics and Economy of the Host City**  
(2.5 hours on-site) (Faculty) | Review  
- Cape Town: The city people want to be in  
  https://www.youtube.com/watch?v=qo9PysUxCOQ  
  Accessed 23rd May 2019  
- Boosting economic growth in Western Cape  
  https://www.youtube.com/watch?v=NAgYB7bSDs8  
  Accessed 23rd May 2019  
- Cape Town – a city for the super-rich?  
  https://www.youtube.com/watch?v=D_59NBve16o  
  Accessed 23rd May 2019  
- Political Analyst says Cape Town society is still unequal  
  https://www.youtube.com/watch?v=5VY0QY6aAuY  
  Accessed 23rd May 2019  
Reading:  
  Accessed: 7 May 2017  
  Accessed: 20 May 2019  
DELIVERABLE  
- Week two journal entry |
| Session 8 | **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. Groups created in first on-site Session re-form for group and class discussions – including ongoing Cultural Analysis Project. | **Reading:**  
- Small groups will be given a joint task to culturally analyze their workplaces and their internship city and other locations they visit during the summer – groups will report back in the subsequent shared 3-Credit and 6-Credit Session on Lessons Learned. You should keep in mind that your experiences in a given internship may not necessarily be indicative of the national culture.  
- Week three journal entry |
### Session 9

**Stereotypes and 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? Groups created in first on-site Session re-form for group and class discussions – including ongoing Cultural Analysis Project.

<table>
<thead>
<tr>
<th>Review</th>
<th>Reading</th>
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| - Defining intercultural competence  
  [https://www.youtube.com/watch?v=SJqBhLgSNQY](https://www.youtube.com/watch?v=SJqBhLgSNQY)  
Accessed 23rd May 2019  
- Stereotypes and cultural differences PowerPoint on Moodle  
- Trompenaar’s four diversity cultures  
  [http://changingminds.org/explanations/culture/trompenaar_s_four_cultures.htm](http://changingminds.org/explanations/culture/trompenaar_s_four_cultures.htm) Accessed 23rd May 2019  
- Tips for working in intercultural environments  
  [http://www.kwintessential.co.uk/blog/culture/intercultural‐understanding](http://www.kwintessential.co.uk/blog/culture/intercultural‐understanding) Accessed 23rd May 2019  
- Working across cultures: what does it take  
  [https://www.slideshare.net/StevenParkinson/tma-world‐viewpoint-working-successfully-across-cultures](https://www.slideshare.net/StevenParkinson/tma-world‐viewpoint-working-successfully-across-cultures)# Accessed 23rd May 2019  
- Culture and Diversity in the Workplace Available:  
- A comprehensive guide to white privilege in South Africa Available:  
  [https://www.mediaforjustice.net/a‐comprehensive‐guide‐to‐white‐privilege‐in‐south‐africa/](https://www.mediaforjustice.net/a-comprehensive-guide-to-white-privilege-in-south-africa/) Accessed: 5 May 2017  
- Work contracts are a complex web of social and cultural dynamics  
- Minding the gap: When generation Z joins the workplace.  

**Deliverable**  
- Week four journal entry
**Session 10**  
**Networking**  
(2.5 hours on-site) (Internship Coordinator & Faculty) 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.  

**Review**  
- Networking (PowerPoint presentation)  

**Reading**  
- Building a personal brand through social networking  

**Deliverable**  
- Week five journal entry

**Session 11**  
**Ethics of engagement**  
(2.5 hours on-site) (Faculty)  
Engagement with working ethically across cultures; mediating complicity in ethically corrupt systems  

**Readings**  
- Don’t think of yourself as a good person, think of yourself as “good-ish” https://qz.com/1508190/the-key-to-being-a-better-person-think-of-yourself-as-good-ish/ 23rd May 2019

**Deliverable**  
- Week six journal entry

**Session 12**  
**Lessons Learned: Student Presentations**  
(2.5 hours on-site) (Internship Coordinator & Faculty) Students present their “lessons learned” from their internship experiences.  

**Deliverable:**  
- Small group presentations  
- Week seven journal entry (directed)
Reflection, Integration & moving forward
(2.5 hours on-site) (Internship Coordinator & Faculty) Workshop reflecting on internship experience & lessons learned and thinking how to take this forward both practically (incorporating internship into your resume & cover letters) and otherwise.

Review:
Journal entries, journal booklet and then write:
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
Final analytical paper due 2 August

REQUIRED READINGS:
- Rosenbaum, A. How to avoid being the ugly American when doing business abroad. Harvard Business School.

RECOMMENDED READINGS: