



IN 395 LEADING ACROSS CULTURES INTERNSHIP SEMINAR

IES Abroad Vienna

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.

INSTRUCTOR: Martin Schwarz MA

CREDITS: 6 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

METHOD OF PRESENTATION:

- Lectures with discussions
- Guest lectures on current issues; i.e. energy, mergers & acquisitions, financial & capital markets, start ups
- Power Point presentations
- Group Work on cases
- Student presentations
- Summary and reflections on prior lesson
- Course-related field trips

The seminar meets for 45 contact hours. Students spend 176-320 clock hours at the internship placement site, depending on the needs of the company.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Active Participation in online content (10%)
- Weekly internship journal (10%)
- Analytical paper based on the internship experience (25%)
- Final presentation on internship experience (15%)
- On-site evaluation by work supervisor via a 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. At least two of the writing assignments are 'directed.' Each journal entry should be 2-3 type-written pages, double-spaced (500-750 words).

Analytical Paper



Analysis of experience, selected business; method SWOT analysis

Presentation

Students select a business area of their choice. Grading is based on a) choice of literature, content, b) clarity of presentation: PowerPoint/oral presentation

On-site evaluation

Supervisor at the chosen business provides his/her grade based on students' performance and in accordance with IES grading rubric.

STUDENT RESPONSIBILITIES:

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. 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 and the internship placement, students will be able to:

- Apply written and oral communication skills that are appropriate to the work environment.
- 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.
- Describe and analyze cultural differences in the workplace based on critical incidents.
- Demonstrate ability to analyze personal professional strengths and weaknesses.
- Demonstrate knowledge and skills required to work on cross-cultural teams.
- Synthesize the experiences of the internship placement in a revised résumé

CONTENT:

| Session | Content | Assignments |
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| <p>Session 1</p> | <p>PART I: ONLINE</p> <p>Intro to Course Content & Placement Process</p> <ul style="list-style-type: none"> (Faculty & Internship Coordinator) 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. | |
| <p>Session 2</p> | <p>Intro to Resume Writing</p> <ul style="list-style-type: none"> (Internship Coordinator) Introduction to writing a CV for an Austrian employer; review and feedback of students' CVs. | |
| <p>Session 3</p> | <p>Interview Coaching and Placement Interviews</p> <ul style="list-style-type: none"> (Internship Coordinator) Preparation for an interview including common interview questions and interview technique for online interviews. Practice interviews with Internship Coordinator and employer interviews. Professional expectations in the host city (dress, punctuality, office behavior etc.) | |
| <p>Session 4</p> | <p>Introduction to the Cultural Analysis Toolkit</p> <ul style="list-style-type: none"> (Internship Coordinator & Living in Vienna Coordinator) Communicating across cultures: communication styles and how to communicate effectively with supervisors. Self-awareness of own communication and working style | <ul style="list-style-type: none"> Mendez, Deirdre (2013). Cultural Analysis Toolkit: Navigating International Business Culture, The University of Texas at Austin CIBER: 3-44 (41 pages) <p>Deliverable:</p> <ul style="list-style-type: none"> Take the self-test for each feature in the Cultural Analysis Toolkit and chart your own cultural profile on page 30 of the Toolkit. Be ready to discuss your own profile and cultural biases in on-site Session 7. In particular, be ready to describe your own communication style and what you can do to adapt to the communication styles of others. |

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| <p>Session 5</p> | <p>Case Discussion</p> <ul style="list-style-type: none"> • 4-part webinar series on the 5 business clusters of Austria, the European Union, successful international businesses as role models for the changing economy, and succeeding in Austria. | <p>Deliverable:</p> <ul style="list-style-type: none"> • Take the quiz at the end of the webinar • Consider any follow-up questions you have and be ready to discuss these on-site during Session 8. |
| <p>Sessions 6</p> | <p>PART II: ON-SITE</p> <p>Introduction to the Local Environment</p> <ul style="list-style-type: none"> • On-site introduction to Vienna. Review of online sessions 4 and 5, seminar and internship expectations. • Discussion of interns’ previous internship experiences and challenges. <p>Cultural Analysis Toolkit</p> <ul style="list-style-type: none"> • Small group discussions on interns’ cultural biases before general class discussion on culture. • Exchange of results from Cultural Analysis Self-Test • Workshop on settling into Viennese life. | <p>Readings TBD</p> <p>Deliverable:</p> <ul style="list-style-type: none"> • Directed journal entry on Moodle |
| <p>Session 7</p> | <p>History, Politics & Economy of Austria</p> <ul style="list-style-type: none"> • Review of ‘Introduction to the European Union’ webinar from predeparture Session 4. • Student debate about future direction for Austria | <p>Readings TBD</p> <p>Deliverable:</p> <ul style="list-style-type: none"> • Directed journal entry on Moodle |

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| <p>Session 8</p> | <p>Global Leadership Competencies</p> <ul style="list-style-type: none"> • Guest lecture by leading international business professional | <p>Readings TBD</p> |
| <p>Session 9</p> | <p>Alternative Business (NGOs, sustainability & the circular economy)</p> <ul style="list-style-type: none"> • Guest lecture by IES professor, Bernhard Zlanabitnig | <p>Deliverable:</p> <ul style="list-style-type: none"> • Directed journal entry on Moodle |
| <p>Session 10</p> | <p>Alternative Business: Follow-up Workshop</p> <ul style="list-style-type: none"> • Workshop led by IES professor, Bernhard Zlanabitnig | |
| <p>Sessions 11</p> | <p>Observe and understand different job contexts (Parts I & II)</p> <ul style="list-style-type: none"> • All-day field trip to three locations with different business models • Guest lecture by Sonnentor CEO, Johannes Gutman • Group lunch at regional restaurant | <p>Readings:</p> <ul style="list-style-type: none"> • https://executiveacademy.at/en/news/detail/the-360-ceo-when-a-holistic-approach-is-needed <p>Deliverable:</p> <ul style="list-style-type: none"> • Directed journal entry on Moodle |

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| <p>Session 12</p> | <p>Teamwork</p> <ul style="list-style-type: none"> Using games and other methods to improve teamwork in a high-functioning team | |
| <p>Session 13</p> | <p>Networking</p> <ul style="list-style-type: none"> Learn more about how professionals develop their network in Vienna. Learn the role of social media, personal contacts and professional organizations in one’s network. Practice introducing yourself or others in a culturally appropriate manner in preparation to attend a professional networking event. | <p>Deliverable:</p> <ul style="list-style-type: none"> Directed journal entry on Moodle |
| <p>Session 14</p> | <p>Ethics, Conflict Negotiation and Mediation</p> <ul style="list-style-type: none"> Ethics as an absolute and a cultural construct: identifying ethical positions that are common across cultures and culture-specific views on ethical challenges in the workplace. Conflict negotiation and mediation in the local cultural environment: role-play of mediating a conflict at the workplace, using appropriate communication style and influence. Guest Lecture | |
| <p>Sessions 15</p> | <p>International Careers & Local Job Opportunities</p> <ul style="list-style-type: none"> Learn from other Americans in Vienna about internationalizing your career, including Vienna-specific resources. Practice networking skills with representatives of different international organizations and groups. <p>Incorporate your internship into your career search</p> <ul style="list-style-type: none"> Learn how to integrate your internship into your broader career search | <p>Deliverable:</p> <ul style="list-style-type: none"> Directed journal entry on Moodle |

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| <p>Sessions 16</p> | <p>Motivation and Engagement</p> <ul style="list-style-type: none"> • Guest lecture by HR professional Dr. Hans Jorda <p>Wrap-Up</p> <ul style="list-style-type: none"> • Students present on readings | |
| <p>Session 17</p> | <p>Lessons Learned – student presentations</p> <ul style="list-style-type: none"> • Students present their ‘lessons learned’ from the internship experience drawing on pertinent examples from the workplace or from the Cultural Analysis Toolkit. • Join the IES Vienna Internships Team for an optional farewell lunch | <p>Deliverable:</p> <ul style="list-style-type: none"> • Directed journal entry on Moodle |

COURSE-RELATED TRIPS:

Mandatory day trip to Krems/Wachau Valley to visit 3 different businesses with unusual business models (travel costs, entry costs and lunch provided).

Students may be offered the chance to go on excursions to local businesses during class time, such as:

- Meintl am Graben
- International Brands tour: Swarovski, Nespresso, Mont Blanc, Swatch
- Coffee Tour
- Fashion Tour

REQUIRED READINGS:

The instructor will provide readings and handouts throughout the duration of the program.

RECOMMENDED READINGS:

- Pine Joseph, Gilmore, James, Authenticity, Harvard Business School Press, 2007
- The Experience Economy, Updated Edition, Jul 5, 2011, by B. Joseph Pine II and James H. Gilmore Harvard Press
- The Industries of the Future: by Alec Ross | Simon & Schuster, Includes Analysis Paperback – April 8, 2016
- The Inevitable: Understanding the 12 Technological Forces That Will Shape Our Future Paperback – June 6, 2017 by Kevin Kelly
- Global Marketing, Gillespie, Hennessey, Houghton Griffith Comp., Boston-New York, 2004

INSTRUCTOR BIOGRAPHY:

Martin Schwarz MA earned his Master Degree in Recreation and Cultural Management from the University of Southern California. He has been consultant and business advisor for the Austrian government (Chancellor Wolfgang Schüssel). After 16 years of Managing the Austrian Management Club, a lobbying organisation acting in Austria, Brussels and Central Europe as Secretary General, he became director of cultural programs of the Austrian Broadcast Corporation. Martin Schwarz is the owner of Schwarzconsult, an agency concentrating on creative concepts, media, arts and culture productions as well as marketing and



sponsorship. He has advised successful international brands, such as Cirque Du Soleil, Casinos Austria, the electricity producer and supplier Verbund AG, Erste Bank, Raiffeisen Banks, The Lippizan Stallions, Vienna Choir Boys, Schloß Schönbrunn Castle and many Austrian museums and tourism regions. Currently Martin Schwarz still is Chairman of the Master's Program "Culture Tourism" at the University of Krems (IMC), where since 1994 he has taught seminars and lectures on arts, cultural & leisure management. Mr. Schwarz is the founder and speaker of the board of the Austrian Business Committee for the Arts. Current research areas focus on arts, culture, media and tourism. Among his more recent publications are "Tax Guide for Art Sponsors" by WKO, Austrian Chamber of Commerce, 2008, Kultursponsoring, "Kulturland Österreich – an Analysis on Austria's Image abroad", Ministry of Economic Affairs, (2005) and the Reports on the World Conferences on Cultural Management, Development and Sponsorship, hosted by the Martin Schwarz GesmbH in Vienna (2005,2006).