IN 395 LEADING ACROSS CULTURES: INTERNSHIP SEMINAR
IES Abroad Santiago

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.

Students must submit résumés electronically to the Internship Coordinator. The Internship Coordinator will provide feedback on students’ résumés 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 students 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. During the internship, students will have a supervisor on site at the host organization. Students will submit weekly status reports to their supervisor and to the Internship Coordinator. The Internship Coordinator will check in with students regularly and should be contacted immediately if any issues arise at the placement site.

CREDITS: 6 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

ADDITIONAL COST: None

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.

REQUIRED WORK AND FORM OF ASSESSMENT:
- Online Participation – 10%
- Seminar Participation – 10%
- Weekly Internship Journal – 15%
- Analytical Paper – 25%
- Onsite Evaluation – 40%

Online Participation
Online participation involves active participation in online content.

Seminar Participation
Seminar participation is based on the assigned reading.

Internship Journal
Weekly Journal entries track students’ learning and development at the placement. Entries should include work activities, critical incidents that gave insight into the work environment, observations of how leadership is exercised, and reading responses. At least five of the writing assignments are ‘directed.’ Each journal entry should be 2-3 type-written pages, double-spaced (500-750 words).
Analytical Paper
The analytical paper is an opportunity for students to evaluate their overall internship experience as well as their personal and professional development over the course of the semester. This is also an opportunity to reflect upon the ways in which students’ own values, experiences, interests, beliefs, and cultural preferences have influenced their learning experience while living and working abroad. The paper should include a description of observations, differences noted between students’ home and host cultures that may have played a role in work situations and how students think their global competence has been strengthened by what they have learned from their experiences. The paper should be 5-6 type-written pages, double-spaced.

Onsite Evaluation
The onsite evaluation will be completed by students’ work supervisor via a midpoint progress meeting and a final evaluation utilizing the IES Abroad metric.

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.
- Demonstrate career search skills including preparing a résumé and a 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.

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 students translate their internship experience into job search preparation. Students who miss the final seminar meeting will receive a failing grade for the course.

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 leave work early unless prior permission is received from the IES Abroad Internship Coordinator. If students cannot report to work due to illness, they should notify their onsite supervisor and the IES Abroad 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.

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<th>Session</th>
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<th>Assignments</th>
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<tr>
<td>Session 1</td>
<td>Intro to Course Content &amp; Placement Process (Online pre-departure, 30 min.; Faculty)</td>
<td>• How to avoid being the ugly American when doing business abroad. Case study by Andrew Rosenbaum, Harvard Business School.</td>
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<td>• Introduction to the course content and requirements</td>
<td>• Students should be provided with resources to learn about the local culture prior to departure.</td>
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<td>• Introduction to the internship placement requirements and the internship contract</td>
<td><strong>Directed journal entry:</strong> Describe your learning goals for the internship and how you believe the experience may contribute to your future career.</td>
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<td>• The concept of reciprocity in the internship placement</td>
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| Session 2 | **Intro to Résumé Writing (Online pre-departure, 30 min.; Internship Coordinator)**  
- Local résumé guidelines to be provided by the IES Abroad Center.  
- **Deliverable**: Students submit résumés for review and revise as necessary. |
| Session 3 | **Interview Coaching & Placement Interviews (Online pre-departure, 30 min.; 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) | - IES Abroad Internships Student Preparation Manual  
- Local interviewing guidelines to be provided by the IES Abroad Center  
- **Deliverable**: Students participate in practice interviews with IES Abroad staff and then with potential host companies. |
| Session 4 | **Introduction to Cultural Analysis Toolkit (Online pre-departure, 60 min.; Faculty)**  
- Introduction to the Cultural Analysis Toolkit  
- Communication across cultures: Communication styles and how to communicate effectively with supervisors  
- Introduction to networking and the role of social media in developing a professional network | - Mendez, Deirde. “Cultural Analysis Toolkit: Navigating International Business Culture.” The University of Texas at Austin CIBER, 2013, pp. 3-44.  
- Faculty may provide additional readings appropriate for the local environment.  
- **Deliverable**: 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 Onsite 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. |
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| **Session 5** | Case Discussion (Online, pre-departure, 2.5 hours; Faculty)  
  - Case discussion about the local impact of the recent worldwide economic crisis, the interactions between the national economy and the labor market and their combined impact on job opportunities, workplace demographics, and internship placements  
  - An overview of relevant factors for working and living in the internship destination |  
  - OECD. *Chile’s Pathway to Green Growth: Measuring Progress at Local Level*. 2014.  
  - **Deliverable**: Be ready to discuss your internship destination’s economic challenges in Onsite Session 6. |
| **Session 6** | Introduction to the Local Environment (Onsite, 2.5 hours; Faculty)  
  - Onsite introduction to the local environment  
  - Review of Online Sessions 4 & 5, seminar and internship expectations  
  - Discussion about unique features of the local population |  
  - Kohls, Robert. *The Values Americans Live By*.  
  - Readings will vary from location to location. Centers will add readings on current cultural, political, social, and workplace issues appropriate for the local environment  
  - **Review of Online Sessions 4 & 5**: Small group discussions on interns’ cultural biases before general class discussion on culture. Group should include a mix of 3-credit and 6-credit students. Class discussion on current local economic profile, challenges and impact on internship placements. Discussion of interns’ previous internship experiences and challenges, and general expectations regarding summer internships and internship location. |
| **Session 7** | History, Politics and Economy of the Host City (Onsite, 2.5 hours; Faculty) |  
  - Readings will vary from location to location. Centers will add readings on current local cultural, political, social, and workplace issues appropriate for the local environment. |
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| **Session 8** | Cultural Assessment Toolkit (Onsite, 2.5 hours; Faculty) | • Mendez, Deirdre. “Cultural Analysis Toolkit: Navigating International Business Culture.” The University of Texas at Austin CIBER, 2013, pp. 37-92.  
• Adler, Nancy J. “Chapter 1 Culture and Management.” International Dimensions of Organizational Behavior, Cincinnati, South Western, 2008, pp. 18-36.  
• A case study relevant to the local environment is recommended  
• Readings on current local cultural, political, social and workplace issues.  
• **Deliverable:** Each group 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. In some Centers, groups will be paired with groups in other internship locations to participate in a cross-center cultural analysis agreement. |
| **Session 9** | Observe and Understand Different Job Contexts Part I (Onsite, 2.5 hours, site visit; Internship Coordinator & Faculty) | • Doing Business in Chile. www.southamerica.cl/Chile/Business.htm  
• Culture of Chile. www.everyculture.com/Bo-Co/Chile.html |
| **Session 10** | Stereotypes and Cultural Differences (Onsite, 2.5 hours; Faculty) | • Adler, Nancy J. “Chapter 2: How Cultural Differences Affect Organizations.” International Dimensions of Organizational Behavior, Cincinnati, South Western, 2008, pp. 44-66. |
| • Visit a local work site to observe different job contexts  
• Discuss similarities and differences in your own workplace and those of your classmates |  
• 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 Onsite Session re-form for group and class discussions, including ongoing Cultural Analysis Project |
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<td><strong>Session 11</strong></td>
<td><strong>Teamwork (Onsite, 2.5 hours; Faculty)</strong></td>
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- Teamwork: The impact of cultural values and beliefs, including leadership styles, on creating a successful team  
| **Session 12** | **Networking (Onsite, 2.5 hours; 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 from 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  
- And/or new readings and location-specific materials |
| **Session 13** | **Attending/Reporting on a Professional Networking Event (Onsite, 2.5 hours; Internship Coordinator & Faculty)** |  
- Based on local guidance, interns identify, attend, and report back on relevant networking events 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.  
- **Directed journal entry:** Describe the event you attended, the people you met, and what you learned about the local business community or industry |
| **Session 14** | **Global Leadership Competencies (Onsite, 2.5 hours; Faculty)** |  
- Global Leadership Competencies: Examine the research on competencies needed to lead in a global environment  
- Deepen understanding of leadership challenges in the workplace including cognitive complexity, managing diversity, openness, influencing with integrity and ‘asserting with respect’  
- Relevant, current reading on global leadership competencies and challenges |
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• Additional readings to be provided by Centers regarding culturally appropriate conflict negotiation in the local environment  
• **Directed journal entry:** Describe an ethical challenge you have observed in your internship and difference in the way your home and host culture might perceive the situation |
<p>| <strong>Session 16</strong> | International Careers &amp; Local Job Opportunities (Onsite, 2.5 hours; Internship Coordinator &amp; Faculty) | • Readings on current local cultural, political, social and workplace issues. |
| <strong>Session 17</strong> | Motivation &amp; Engagement (Onsite, 2.5 hours; Faculty) | • <strong>Directed journal entry:</strong> Write a journal entry describing the extent to which you have used job crafting in your internship thus far. How can you proactively change tasks, relationships and cognitions at your worksite to achieve the goals you have set for your internship experience? |
| <strong>Session 18</strong> | Lessons Learned: Student Presentations (Onsite, 2.5 hours; Internship Coordinator &amp; Faculty) | • <strong>Deliverable:</strong> Final analytical paper due |</p>
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| Session 19 | **Observe and Understand Different Job Contexts Part II (Onsite, 2.5 hours, site visit; Internship Coordinator & Faculty)**  | • Visit a local work site to observe different job contexts  
• Discuss similarities and differences in your own workplace and those of your classmates |
| Session 20 | **Incorporate Your Internship into Your Career Search (Onsite, 2.5 hours; Internship Coordinator & Faculty)**  | • **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 Abroad staff and classmates. |
| Session 21 | **Wrap Up**                                                             |                                                                              |

**REQUIRED READINGS:**

- Mendez, Deirdre. “Cultural Analysis Toolkit: Navigating International Business Culture.” *The University of Texas at Austin CIBER*, 2013, pp. 139-146.

**Additional Readings Appropriate for the Local Environment**

• “Culture of Chile.” www.everyculture.com/Bo-Co/Chile.html
• “Doing Business in Chile.” www.southamerica.cl/Chile/Business.htm
• OECD. *Chile’s Pathway to Green Growth: Measuring Progress at Local Level.* 2004.

RECOMMENDED READINGS: