



**IN 395A 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 module that prepare students for culturally appropriate résumé development and interviewing skills to facilitate proper placements, and onsite classroom discussions to enable students to process what they experience at the internship host organizations.

Résumés must be submitted 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 Abroad 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 onsite at the host organization. Students will submit weekly status reports to their supervisor and to the Internship Coordinator. The Internship Coordinator will check in regularly with students and should be contacted immediately if any issues arise at the placement site.

**CREDITS:** 3 credits

**CONTACT HOURS:** 25 hours

**LANGUAGE OF INSTRUCTION:** English

**PREREQUISITES:** None

**ADDITIONAL COST:** None

**METHOD OF PRESENTATION:**

In both 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 25 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 two of the writing assignments are 'directed.' Each journal entry should be 2-3 type-written pages, double-spaced (500-750 words).

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### 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.

### CONTENT:

Session	Content	Assignments
Session 1	<p><b>Intro to Course Content &amp; Placement Process (Online pre-departure, 30 min.; Faculty)</b></p> <ul style="list-style-type: none"> <li>• Introduction to the course content and requirements</li> <li>• Introduction to the internship placement requirements and the internship contract</li> <li>• The concept of reciprocity in the internship placement</li> </ul>	<ul style="list-style-type: none"> <li>• <i>How to avoid being the ugly American when doing business abroad.</i> Case study by Andrew Rosenbaum. Harvard Business School.</li> <li>• Students should be provided with resources to learn about the local culture prior to departure.</li> <li>• <b>Directed journal entry:</b> Describe your learning goals for the internship and how you believe the experience may contribute to your future career.</li> </ul>

Session	Content	Assignments
<b>Session 2</b>	<p><b>Intro to Résumé Writing (Online pre-departure, 30 min.; Internship Coordinator)</b></p> <ul style="list-style-type: none"> <li>• Introduction to résumé writing; international résumé formats; review and feedback of students' résumés</li> </ul>	<ul style="list-style-type: none"> <li>• Auzenne, M., &amp; Horstman, M. "Your Résumé Stinks!" 2005. <a href="http://www.manager-tools.com/2005/10/your-résumé-stinks">http://www.manager-tools.com/2005/10/your-résumé-stinks</a> Accessed 30 October, 2012. (Podcast).</li> <li>• Local résumé guidelines to be provided by the IES Abroad Center.</li> <li>• <b>Deliverable:</b> Students submit résumés for review and revise as necessary.</li> </ul>
<b>Session 3</b>	<p><b>Interview Coaching &amp; Placement Interviews (Online pre-departure, 30 min.; Internship Coordinator)</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Professional expectations in the host country (dress, punctuality, office behavior, use of internet &amp; technology)</li> </ul>	<ul style="list-style-type: none"> <li>• IES Abroad Internships Student Preparation Manual</li> <li>• Local interviewing guidelines to be provided by the IES Abroad Center</li> <li>• <b>Deliverable:</b> Students participate in practice interviews with IES Abroad staff and then with potential host companies.</li> </ul>
<b>Session 4</b>	<p><b>Introduction to Cultural Analysis Toolkit (Online pre-departure, 60 min.; Faculty)</b></p> <ul style="list-style-type: none"> <li>• Introduction to the Cultural Analysis Toolkit</li> <li>• Communication across cultures: Communication styles and how to communicate effectively with supervisors</li> <li>• Introduction to networking and the role of social media in developing a professional network</li> </ul>	<ul style="list-style-type: none"> <li>• Mendez, Deirde. "Cultural Analysis Toolkit: Navigating International Business Culture." <i>The University of Texas at Austin CIBER</i>, 2013, pp. 3-44.</li> <li>• Early, Christopher P., &amp; Mosakowski, Elaine. "Best Practice: Cultural Intelligence." <i>Harvard Business Review</i>, 2004, pp. 139-146.</li> <li>• Faculty may provide additional readings appropriate for the local environment.</li> <li>• <b>Deliverable:</b> 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.</li> </ul>

Session	Content	Assignments
<b>Session 5</b>	<p><b>Case Discussion (Online, pre-departure, 2.5 hours; Faculty)</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• An overview of relevant factors for working and living in the internship destination</li> </ul>	<ul style="list-style-type: none"> <li>• OECD. <i>Chile's Pathway to Green Growth: Measuring Progress at Local Level</i>. 2014.</li> <li>• United Nations. <i>World Economic Situation and Prospects 2015</i>. 2015. ISBN: 978-92-1-109170-0.</li> <li>• Economic Forecast Summary. November 2015. <a href="http://www.oecd.org">www.oecd.org</a></li> <li>• <b>Deliverable:</b> Be ready to discuss your internship destination's economic challenges in Onsite Session 6.</li> </ul>
<b>Session 6</b>	<p><b>Introduction to the Local Environment (Onsite, 2.5 hours; Faculty)</b></p> <ul style="list-style-type: none"> <li>• Onsite introduction to the local environment</li> <li>• Review of Online Sessions 4 &amp; 5, seminar and internship expectations</li> <li>• Discussion about unique features of the local population</li> </ul>	<ul style="list-style-type: none"> <li>• Kohls, Robert. <i>The Values Americans Live By</i>.</li> <li>• Readings will vary from location to location. Centers will add readings on current cultural, political, social, and workplace issues appropriate for the local environment</li> <li>• <b>Review of Online Sessions 4 &amp; 5:</b> 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.</li> </ul>
<b>Session 7</b>	<p><b>History, Politics and Economy of the Host City (Onsite, 2.5 hours; Faculty)</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

Session	Content	Assignments
<b>Session 8</b>	<p><b>Cultural Assessment Toolkit (Onsite, 2.5 hours; Faculty)</b></p> <ul style="list-style-type: none"> <li>Learn how to identify cultural features without falling into the trap of stereotyping</li> <li>Understand the impact of stereotypes and cultural differences on judgment and decision making</li> <li>Groups created in first onsite session re-form for group and class discussions, including ongoing Cultural Analysis Project</li> </ul>	<ul style="list-style-type: none"> <li>Mendez, Deirdre. "Cultural Analysis Toolkit: Navigating International Business Culture." The University of Texas at Austin CIBER, 2013, pp. 37-92.</li> <li>Adler, Nancy J. "Chapter 1 Culture and Management." International Dimensions of Organizational Behavior, Cincinnati, South Western, 2008, pp. 18-36.</li> <li>A case study relevant to the local environment is recommended</li> <li>Readings on current local cultural, political, social and workplace issues.</li> <li><b>Deliverable:</b> 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.</li> </ul>
<b>Session 9</b>	<p><b>Stereotypes and Cultural Differences (Onsite, 2.5 hours; Faculty)</b></p> <ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Readings on current local cultural, political, social and workplace issues.</li> </ul>

Session	Content	Assignments
<b>Session 10</b>	<b>Networking (Onsite, 2.5 hours; Internship Coordinator &amp; Faculty)</b> <ul style="list-style-type: none"> <li>Following up from the introduction presented in Session 4, learn more about how professionals develop their network in the local environment</li> <li>Learn from the role of social media, personal contacts and professional organizations in one's network</li> <li>Develop an understanding of how networking influences employment opportunities and career development</li> <li>Practice introducing yourself or others in a culturally appropriate manner in preparation to attend a professional networking event</li> </ul>	<ul style="list-style-type: none"> <li>Auzenne, M., &amp; Horstman, M. "Building a Network." 2006. <a href="http://www.manager-tools.com/2006/05/building-a-network">http://www.manager-tools.com/2006/05/building-a-network</a> Accessed 30 October 2012. (Podcast).</li> <li>Coombs, Ariella. "The Jimmy Fallon Effect: 10 Qualities of Great Networkers." May 2014. <a href="http://www.careerealism.com/networkers-qualities-jimmy-fallon/#KOyUIDOZ6tbUwvKr.99">http://www.careerealism.com/networkers-qualities-jimmy-fallon/#KOyUIDOZ6tbUwvKr.99</a></li> <li>Cross, Rob, &amp; Thomas, Robert. "Managing Yourself: A Smarter Way to Network." <i>HBR</i> July-August 2011. <a href="http://hbr.org/2011/07/managing-yourself-a-smarter-way-to-network">http://hbr.org/2011/07/managing-yourself-a-smarter-way-to-network</a></li> <li>And/or new readings and location-specific materials</li> </ul>
<b>Session 11</b>	<b>International Careers &amp; Local Job Opportunities (Onsite, 2.5 hours; Internship Coordinator &amp; Faculty)</b> <ul style="list-style-type: none"> <li>Learn about opportunities to internationalize your career, including resources available to job seekers in the local environment</li> </ul>	<ul style="list-style-type: none"> <li>Readings on current local cultural, political, social and workplace issues.</li> </ul>
<b>Session 12</b>	<b>Lessons Learned: Student Presentations (Onsite, 2.5 hours; Internship Coordinator &amp; Faculty)</b> <ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li><b>Deliverable:</b> Final analytical paper due</li> </ul>
<b>Session 13</b>	<b>Incorporate Your Internship into Your Career Search (Onsite, 2.5 hours; Internship Coordinator &amp; Faculty)</b> <ul style="list-style-type: none"> <li>Workshop on incorporating your internship experience into your résumé and describing it in a job application and during an interview</li> </ul>	<ul style="list-style-type: none"> <li><b>Directed journal entry:</b> 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.</li> <li><b>Deliverable:</b> Students submit revised résumés and practice discussing their internships with IES Abroad staff and classmates.</li> </ul>

**REQUIRED READINGS:**

- Auzenne, M., and M. Horstman. "Your Résumé Stinks!" 2005. <http://www.managertools.com/2005/10/your-résumé-stinks> Accessed 30 October, 2012. (Podcast).

- ---. "Building a Network." 2006. <http://www.managertools.com/2006/05/building-a-network> Accessed 30 October, 2012. (Podcast).
- Coombs, Ariella. "The Jimmy Fallon Effect: 10 Qualities of Great Networkers." May 2014. <http://www.careerealism.com/networkers-qualities-jimmy-fallon/#KOyUIDOZ6tbUwvKr.99>
- Cross, Rob, and Robert Thomas. "Managing Yourself: A Smarter Way to Network." *HBR*, July-August, 2011. <http://hbr.org/2011/07/managing-yourself-a-smarter-way-to-network>
- Early, Christopher P., and Elaine Mosakowski. "Best Practice: Cultural Intelligence." *Harvard Business Review*, 2004, pp. 139-146.
- Mendez, Deirdre. "Cultural Analysis Toolkit: Navigating International Business Culture." *The University of Texas at Austin CIBER*, 2013, pp. 139-146.
- Rosenbaum, Andrew. "How to Avoid Being the Ugly American When Doing Business Abroad." Harvard Business School.

#### RECOMMENDED READINGS:

- Peterson, Brooks. *Cultural Intelligence*. Nicholas Brealey Publishing, 2004. ISBN: 1931930007.

#### Additional Readings Appropriate for the Local Environment

- Brennan, John, and Alvaro Taboada. "How to Survive 2 in the Chilean Jungle." Editorial J. C. Saez.
- "Chile – Economic Forecast Summary." <http://www.oecd.org/economy/chile-economicforecast-summary.htm>
- "Culture of Chile." [www.everyculture.com/Bo-Co/Chile.html](http://www.everyculture.com/Bo-Co/Chile.html)
- "Doing Business in Chile." [www.southamerica.cl/Chile/Business.htm](http://www.southamerica.cl/Chile/Business.htm)
- OECD. *Chile's Pathway to Green Growth: Measuring Progress at Local Level*. 2004.
- Other location-specific readings to be provided by Centers. Selections will include works of fiction when possible.