IN395 LEADING ACROSS CULTURES: INTERNSHIP SEMINAR  
IES Abroad Virtual Internship Program

DESCRIPTION:
This online course is the academic compendium for an internship placement with an international company or organization that is coordinated and supervised by IES Abroad. The course offers an introduction to the cultural and technological context of this internship experience by introducing students to theoretical tools for examining and effectively managing a cross-cultural remote work environment. Readings, lectures, exercises, and class discussions aim to sharpen students’ critical capacities for cultural analysis and to enable them to build cross-cultural competencies related to communication, developing professional relationships, leadership, and conflict management.

CREDITS: 6 credits

CONTACT HOURS: 45 hours of online synchronous and asynchronous coursework. Students will also devote a minimum of 80 clock hours to their internship placements, depending on the needs of the host company.

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

METHOD OF PRESENTATION:
Synchronous and asynchronous sessions will include class discussions, lectures, and conversations with professionals as well as student presentations and exercises that facilitate engagement with course concepts and promote self-reflection and skill-building.

REQUIRED WORK AND FORM OF ASSESSMENT:
- Active participation in synchronous and asynchronous class sessions - 15%
- Internship journal - 15%
- Cultural analysis activity - 10%
- Resume update & Final analytical paper about the internship experience - 20%
- Sponsor evaluation - 40%

Active Participation
Synchronous sessions: connecting in a timely manner, actively contribution to class discussions with your video camera on, and delivering high-quality student presentations.
Asynchronous sessions: completing readings and associated activities on time and in a thorough, thoughtful way.

Internship Journal
Weekly journal entries are an important tool for tracking your learning and progress at your internship. Each journal entry should be 2 double-spaced pages in Times New Roman font and should respond to the given prompt.

Cultural analysis activity
Building a toolkit for analyzing and working across cultures is a key component of the course. To increase your cross-cultural exposure and engagement, you are required to participate in at least three DiscoverIES virtual cultural activities hosted by cultures other than the one in which you are interning. Each event should be accompanied by a 250-word analysis that summaries and contextualizes the experience in relation to a cultural concept discussed in class.

Resume update & Final analytical paper
After completing a resume writing exercises in class, you will be asked to submit an updated resume that includes your internship experience, accompanied by a 2,000 to 2,500-word, double-spaced paper that analyzes your internship placement as well as your personal and professional development at the internship in relation to the concepts and indicators discussed in class.
Sponsor Evaluation
Evaluation by work supervisor using the IES Abroad metric.

LEARNING OUTCOMES:
By the end of the course, students will be able to:
• Develop conceptual tools for analyzing workplace cultures
• Identify the implications of national, organizational, and technological cultural dimensions on professional projects and teams
• Evaluate their own biases, expectations, strengths, and weaknesses in relation to communication styles, professional relationships, and career goals
• Contextualize critical events in relation to cultural differences and remote working modalities
• Synthesize the internship experience into their personal and professional goals in a holistic way

ATTENDANCE POLICY:
Regular attendance at the internship seminar is mandatory. 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.

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<th>Session</th>
<th>Content</th>
<th>Assignments</th>
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| 1       | Introduction to Class | • Synchronous  
• Introductions, course expectations.  
• Instructor Presentation. What is culture? What is the difference between individual, national, and organization cultures? What are soft skills? Tips from past interns. |
|         |         | • IESE Business School, “Why You Need Cultural Intelligence (And How to Develop It),” Forbes, March 24, 2015  
• Stephanie Voizza, “These are the 10 Traits Employers Are Looking For,” Fast Company, February 22, 2021. |
| 2       | Introduction to Cultural Analysis Toolkit | • Asynchronous  
• Recorded lecture and related student activities |
|         |         | • Read “Cultural Analysis Toolkit”  
• Complete “CAT Self-Assessment and Quiz” on Moodle  
• Read “Hofstede on Organizational Culture” and “Introduction to the DMIS”  
• Complete “Hofstede and DMIS” exercise on Moodle  
• Read T. Jackson, “From Cultural Values to Cross-Cultural Interfaces: Hofstede Goes to Africa,” Journal of Organizational Change Management, pp. 532-558  
• Journal 1 due. |
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| 3 | Culture and Remote Work: Case Study | - Read bio of guest and post questions for the guests to the Moodle Forum  
- Read contemporary news article related to the sector of the guest |
| 4 | Introduction to Local Environments and Student Workplaces | - Find and read 3-5 recent news articles about the city and/or country where you are interning (see Moodle for some news sources)  
- Read 2 of the recommended readings for the location where you are interning (see Moodle for these site-specific sources)  
- Complete the “City and Internship Profile” on Moodle  
- Prepare 5-7 min. presentation based on the profile activity to present in class  
- Journal 2 due. |
| 5 | Local Environments in a Comparative Context | - Students will be asked to contribute to Forum activity/poll on Moodle before class |
- Complete “Communication Self-Assessment” on Moodle  
- Journal 3 due. |
| 7 | Intercultural Communication in Remote Work II | - Read “Being Assertive in a Multicultural World,” University of Illinois at Urbana Champaign Counseling Center  
- Complete “Deciphering Different Communication Styles” quiz on Moodle  
- Complete “Lost in Translation: Film Clips Communication Style Analysis” on Moodle |
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| 8 | **Building Relationships Across Cultures and Platforms** | **Synchronous**  
Class discussion of students’ relationships with colleagues and supervisors | **Read Erin Meyer, “The Head or the Heart: Two Types of Trust and How They Grow,” The Culture Map, pp. 163-177**  
**Complete “Peach vs. Coconut” activity on Moodle**  
**Take Implicit Bias Test at [https://implicit.harvard.edu/implicit/](https://implicit.harvard.edu/implicit/)**  
**Journal 4 due.** |
| 9 | **What is Leadership?** | **Asynchronous**  
PowerPoint slides and related student activities | **Read Benjamin Biermeier-Hanson, Mengqiao Liu, and Marcus W. Dickson, “Alternate Views of Global Leadership: Applying Global Leadership Perspectives to Leading Global Teams,” in Leading Global Teams, pp. 195-223.**  
**Read Erin Meyer, “Who Decides and How?” The Culture Map, pp. 143-159.** |
| 10 | **Managing Relationships Across Cultures and Platforms** | **Asynchronous**  
Recorded lecture and related student activities | **Read Erin Meyer, “How Much Respect Do You Want?” The Culture Map, pp. 115-142**  
**Complete “Relationship Management Case Study” activity on Moodle**  
**Journal 5 due.** |
| 11 | **Conflict Management** | **Asynchronous.**  
PowerPoint slides and related student activities | **Read Karen Van Der Zee and Joep Hofhuis “Conflict Management Styles Across Cultures” in International Encyclopedia of Intercultural Communication, 1-9.**  
**Complete “How Do I Respond to Conflict?” on Moodle** |
| 12 | **Networking in the Covid Era** | **Synchronous**  
Networking event with professionals | **Read bios of guests and company profile and post questions for the guests to the Moodle Forum.**  
**Journal 6 due.** |
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<td>13</td>
<td>Leadership Across Cultures and Platforms</td>
<td>• Read bio of guest and their company and post questions for the guests to the Moodle Forum</td>
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<td>• Synchronous</td>
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<td>• Conversation with a Guest Professional about leading a cross-cultural team</td>
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<td>14</td>
<td>International Careers in the Covid Era</td>
<td>• Read bio of guest and post questions for the guests to the Moodle Forum</td>
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<td>• Complete “Motivation and Goals” exercise on Moodle</td>
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<td>• Journal 7 due.</td>
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<td>• Synchronous</td>
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<td>• Conversation with a Guest Professional on the future of international careers after Covid</td>
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<td>• Read Benjamin Todd, “The Highest Impact Career Paths Our Research Has Identified So Far,” 80,000 Hours, Aug 2018.</td>
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<td>• Asynchronous</td>
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<td>• PowerPoint slides and related student activities</td>
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<td>16</td>
<td>Self-Assessment</td>
<td>• Read Suzanne Bearne, “Students: how to make the most of internships or work experience,” The Guardian, 31 July 2017</td>
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<td>• Read Tami Forman, “What Motivates You?” Forbes, Jan 18, 2018</td>
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<td>• Complete “Resume Workshop” exercise on Moodle</td>
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<td>• Complete “Soft skills Self-Assessment” on Moodle</td>
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<td>• Complete “Intercultural Competence Self-Assessment” on Moodle</td>
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<td>Lessons Learned Presentation</td>
<td>• Prepare a 7- to 10-minute presentation profiling your company in terms of concepts learned in class and highlighting the top 3 learnings you are taking away from the internship</td>
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<td>• Synchronous</td>
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<td>• Student Presentations</td>
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REQUIRED READINGS:

- “Being Assertive in a Multicultural World,” University of Illinois at Urbana Champaign Counseling Center, https://counselingcenter.illinois.edu/brochures/being-assertive-multicultural-world
- Mendez, Deirdre (2013). *Cultural Analysis Toolkit: Navigating International Business Culture*. The University of Texas at Austin CIBER: 3-44.
RECOMMENDED READINGS:

- Students will be provided and asked to select two readings from a list of recommended sources pertaining to their internship placement locations