



## **LNDN INTP 3348 (6 credit)**

### **Global Internship Course: London**

#### **CAPA London**

#### **Course Description**

The Global Internship Course (GIC) provides a unique and innovative opportunity for students to engage in an internship (and living abroad experience) while supported by academic in-class and on-line educational sessions to further develop their personal and professional skills while earning academic credit. GIC students also partake in out-of-class guided and self-guided activities and field studies that have been devised to enable students to become more comfortable with, and knowledgeable of, their internship locations / neighbourhoods. Furthermore, a day-long field trip illustrates how socio-political and economic factors, such as the effects of housing costs in global cities, necessitate commuting and changing work practices such as flexible working hours and working remotely that embody best practice in wellbeing. Field studies vary depending on location and may also include a focus on, for example, corporate social responsibility and sustainability.

The GIC fits in with CAPA's philosophy and practice of enabling students to learn about the social and cultural context of their internship placement and the host region and country, as well as other GIC themes, through comparative global analysis. Where appropriate, this analysis will be facilitated through a small selection of CAPA Masterclasses given by leading professionals from a diverse range of fields. The in-class active learning approach gives students the opportunity to discuss and analyse theories and models of work, organisational behaviour and management in a cross-cultural context.

A variety of teaching and learning activities will be used, for example: lecture, workshop, discussion, informal and formal presentations, self-guided and guided research and mock (recorded) interviews. The assessment mechanisms are all designed to support learning, using the internship and living abroad experience as a vehicle. Above all, the in-class CAPA sessions give students the opportunity to listen to individual experiences, compare and contrast activities with others, and consider the experience in terms of their personal and professional development – at the beginning we focus on self-reflection, and at the end of this process we challenge each student to focus on self-projection. At its core, GIC provides an opportunity for students to unpack, synthesise and articulate (the value of) their learning.

It is, therefore, our intention that students will treat these on-site sessions with the same dedication and professionalism that we expect the students to display at their internships. Students will undertake an intensive orientation session to help them prepare for and integrate into their placements. Additional resources and readings to aid students' personal and professional development will be provided. Central to the pedagogy of GIC is self-reflection and collaboration; we value the diverse socio-cultural and academic backgrounds our students bring to the course and see the multi- and inter-disciplinary nature of GIC as a plus for discussion and collaboration. Students with prior knowledge of certain topics covered in class are encouraged to share their knowledge in a mentoring capacity with their peers and to build upon their knowledge by considering such topics from a global and practical perspective.

The content of this course is arranged around three key themes:

- ***Personal and Professional Development (PPD):*** a focus on personal and professional development provides students the opportunity to develop self-awareness to include development of an effective on-line presence, as well as an awareness of others, within a professional setting. In class workshops, activities and

assignments, such as formal presentations, mock interviews and a Continuous Professional Development Workshop and poster presentation, provide the perspective required to determine effective strategies for future professional and educational development. The GIC uses aspects of Kolb's model of experiential learning so that students can continually be guided through a process of self-reflection to an extent that their learning is increasingly self-directed, and authored. We empower / link 'character building' with the capacity for students to metaphorically and physically 'get into character' so that they can engage with a diverse range of people in a range of informal and formal academic, social, and internship (future employment) settings.

- ***Intercultural Competence, to include how organizations work and work culture:*** an introduction into the area of effective leadership and management styles; working (collaboratively) in teams; employee motivation; performance (and self) management and wellbeing; and the management of effective professional communication. Students will explore the concepts of culture and intercultural competency and how the everyday socio-cultural realities of a country and or the realities of globalization are reflected in the workplace.
- ***Comparative Analysis, London (UK) and USA:*** While students foster a greater sense of self and the ability to look at the world with an ethno-relative lens, as connected with PPD skills. The GIC also encourages students to look at their internships and time abroad from a macro or globalized perspective; in this case, the GIC also includes elements of CAPA's Student Learning and Development Outcomes (SLDOs), which include Globalization, Urban Environments, Social Dynamics and Diversity. An example of comparative analysis is an exploration of the national and global realities facing workplaces and educational institutions in London that may (or may not) differ from similar workplaces and institutions in the USA. The lessons addressing this theme are driven by CAPA's professionally recorded and edited International Masterclasses, as well as current news items and developments in organizations, employment relationships and similar activities as they emerge across the year in which the semester takes place. Issues such as the globalization and sustainability may be discussed. Students are encouraged to cultivate their political consciousness, and how macro political and economic policy affect the everyday life/societies in which they are residing during their time abroad.

Through their engagement with these three themes, students are able to personalize their learning experience, as in-class and on-line activities, and associated assessment materials build upon previous academic and professional experiences, as well as current experiences at internship sites. GIC begins with self-reflection and ends with self-projection.

## Course Aims

1. To link the internship experience with a consideration and analysis of current and historical aspects of the various work cultures in the CAPA Location to enable insightful comparison of these with the US and other workplaces and cultures.
2. To build, develop and document your analytical and critical thinking skills about the internship experience.
3. To actively participate in the life of the host society through an internship placement and the local environment.
4. To be able to demonstrate a deeper understanding of the host organization culture through the completion of presentations and written reflections that complement the course materials and weekly sessions.
5. To create a participative and critically challenging program to promote personal and professional development on a number of levels.
6. To provide an assessment framework that requires students to demonstrate participation, skills development, personal and professional awareness within a rigorous academic context.

## Requirements and Prerequisites

The work undertaken at the internship and out-of-class activities and field studies should be viewed as academic fieldwork for the assignment requirements and in-class learning. While internship performance, attendance and attitude are vitally important, it is the written work, presentations in class which account for the greatest portion of the course grade. The course and assessment tasks described in this document carry the internship credit on student transcripts (under the name Global Internship Course).

## Learning Outcomes

On completion of the program students should have the skills and be able to:

- a) identify and apply the (hard and soft) skills obtained from internship roles;
- b) reflect analytically on an organization and/or industry through oral and written reports;
- c) demonstrate an understanding of critical and strategic thinking and its application in business and research/study;
- d) discuss theory concerning, and provide practical (and personal) examples of intercultural competence – in

- order to function in a globalized environment and multicultural society;
- e) discuss theory and provide examples of group formation stages and team roles in different settings and demonstrate an ability to work collaboratively;
  - f) prepare a professional resume, cover letter, and be aware of networking platforms such as LinkedIn and the issue of social media management and etiquette.
  - g) demonstrate good interview preparation and interview skills; to articulate with confidence the value of interning and living abroad as it relates to one's major, career objectives and skill-sets.
  - h) adapt behaviour (body language, tone, vocabulary) to different work and educational settings
  - i) demonstrate the ability to prepare, conduct and analyze work-related / research interviews

## Developmental Outcomes

Students should demonstrate: responsibility and accountability, independence and interdependence, goal orientation, increasing self-confidence, time management (wellbeing), resilience and appreciation of differences. Throughout the course students will be encouraged to observe, understand and practice the art of interacting in different work and social situations, whereby they can consciously adapt their behaviour, body language, tone and vocabulary according to the different situations in which they find themselves in.

## Class Methodology

There are two components to the Global Internship Course:

The *site-based internship* component of the course provides students with a unique opportunity to learn by active participation and observation at a host organization in order to develop skills and aptitudes relevant to their career aspirations, critical analytical skills, and to further their personal and professional development. Students will be encouraged to relate course readings, discussions and activities to their internship placements. They will be able to increase their self-confidence, self-awareness, and an awareness of others in a practical setting. Students will also be able to initiate the development of a network of international contacts to assist their future career.

The *academic* and reflective components are intended as a forum for students to connect the work which they are doing at the internship with its immediate and broader social and cultural context. There will therefore, be a mixture of group discussions, presentations, and reflection. The on-site, occasional on-line sessions and field studies (see below) allow students to participate actively in debate and to interact with CAPA faculty, guest speakers, and peers. Of critical importance will be the opportunity for students to analyse and evaluate theoretical frameworks in the context of their internship, session activities, and other personal experiences. The concept of 'theory into practice, and, practice into theory' will be a significant element of the on-site sessions. All students must be participating in a CAPA internship placement to participate on the course. A passing academic grade will not be awarded unless students complete the minimum required site internship hours.

## Field Components

Participation in field activities for this course is required. Students will take part in an arrival city / neighbourhood guided walking tour in which they will learn how to navigate and behave (social norms) in London. Before starting their internships, students are required to travel alone to their internship location to familiarise (by observation and analysis) themselves with the transport network and the location in which the internship is located. This self-guided assignment begins the process of self-reflection in which students examine their preconceived and initial thoughts and 'feelings' about working in a global / complex and foreign environment. Through the medium of out-of-class guided and self-guided research and activities students will have the chance to collect useful information that will be an invaluable resource for the written assignments and projects assigned in this course. A central academic research and learning component of GIC is the student's engagement with their on-site internship supervisor (and colleagues). As well as the on-going learning that takes place at the internship location above and beyond the daily tasks, students must meet with their supervisors 3 times during the semester to plan, evaluate and assess their (hard and soft) learning.

Students are also strongly encouraged to participate in co-curricular program activities such as CAPA My Global City events and activities. In addition for this course, public lectures at The London School of Economics and Political Science (LSE), which ranked second in the world after Harvard for research into social sciences and management, may be particularly relevant. See its website <http://www.lse.ac.uk/Events/Search-Events>.

## Assessment and Grading

Assessment for the course is split into two parts, the first part is directly related to the site-based component of the course and the second is concerned with research related to students' internship placements.

## Assessment/Grading Policy

The following table sets out CAPA's grading structure:

Descriptor	Alpha	UK	US	GPA
Excellent	A	75+	93+	4.0
	A-	70-74	90-92	3.7
Good	B+	66-69	87-89	3.3
	B	63-65	83-86	3.0
	B-	60-62	80-82	2.7
Average	C+	56-59	77-79	2.3
	C	53-55	73-76	2.0
Below Average/Poor	C-	50-52	70-72	1.7
	D+	46-49	67-69	1.3
	D	40-45	60-66	0.7
				1.0
Fail	F	<40	<60	0

## Grade Breakdown and Assessment of Learning Outcomes

3348 (6-credit) assignments	Week	Grade	Learning Outcomes
<b>Signed Learning Agreement*</b>	2	0%	a&g
<b>Self-Guided Internship Location Research</b> (750 words)	2	10%	a & h
<b>Mid-Term Internship Reflection*</b> (Interim reflective analysis and review of internship experience inc. summary of mid-point meeting with internship supervisor) (500 words)	6	5%	a,b&g
<b>Personal &amp; Professional Development Review</b> (Group poster presentation in workshop session)	8	10%	b,f&i
<b>Mock Interview (delivery and review)</b> (Written analysis and review of face-to-face mock interview experience)	12	15%	a, c, f, g & h
<b>Research Project</b> (Group presentation of internship research findings)  This has 3 different assigned components graded throughout the research project inc. Research Plan (8%), Mid-Point Interview and project assessment. (12%), Presentation (15%)	13	35%	All
<b>Final Internship Reflection*</b> (Reflective analysis and review of interview experience to inc. Summary of final exit meeting with site supervisor (750 words)	14	5%	a-f
<b>Participation</b> (Assessment of engagement and performance at internship site, and in workshop sessions)	14	20%	All
* requires meeting with internship site supervisor		100%	

## Graded Assignment Schedule

**Further details of individual assignments will be found on the relevant CANVAS submission page.**

**Learning Agreement**

**0% of final grade but mandatory completion**

All students will type up their internship objectives agreed with their site supervisors, together with their plans for achieving them, in the Learning Agreement template provided. Students will submit a draft for faculty members to comment on and once finalized, students will submit a scanned copy, signed by both them and their supervisor.

**Assignments:**

**Further details of individual assignments will be found on the relevant CANVAS submission page.**

**Self-Guided Internship Location Research:**

**10% of final grade (750 words)**

Linked with their 3 words activity in orientation, in which students choose three words to describe how they feel about starting their internship, students will write a summary reflection of their initial engagement with (feelings) and critical observations of their internship commute, location and their global city based partly on their pre-internship self-guided exploration of the internship location.

**Mid-Term Internship Reflection**

**5% of final grade (500 words)**

Students will report on their understanding of the course materials to-date framed by their own experiences at their internships and mid-point meeting with their internship supervisor.

**Personal & Professional Development Review (Poster Presentation)**

**10% of final grade**

In small groups during an interactive workshop based on best practice used as part of some industries' Continuous Professional Development programs, students will prepare and deliver poster presentations that illustrate their understanding of their internship and in-class learning and PPD skill development.

**Mock Interview**

**15% of final grade**

Students will attend a professional mock (formal) interview, which they will record as a voice memo on their phones. Interviews will be held in-person at the CAPA centre or via ZOOM, a video conferencing platform. Interviews are conducted on the basis that the interview is taking place after the current semester, and students will be encouraged to use their study abroad experience as part of most answers. This assignment allows students the opportunity to synthesize and articulate aspects of their internship experiences and learning, such as PPD skills gained and or honed by interning and living abroad.

In preparation for this assignment students must diligently choose a realistic internship, graduate program, or job to apply for. The more realistic the position the more beneficial for the students. If for example they wish to apply to grad school this is a great opportunity to be interviewed for such a program. Students may use an existing job posting taken from a company's website. Prior to the interview, students submit an updated resume (and LinkedIn profile) that includes their current CAPA internship and study abroad experience and write a cover letter for the position. Students must tailor their resume and cover letter to the position being applied for. For example, they should echo the language in the job description in the cover letter and resume.

Following the interview, each student will listen back to their recording and write a focused critique of their answer to each question. They must also critique their overall 'performance' in terms of, for example: tone, speed, use of filler words and language (vocabulary) used. They must consider, for each of their answers, "if I was to answer this question again what would I say differently, would I give a different example" etc. A percentage of the grade is given for the interview, as recommended by the interviewer, and for the students' written critique.

In the past, students have completed a mock interview during their study abroad semester for jobs that they did apply for on return and have stated that the experience of the mock interview AND having studied abroad contributed to their getting the job! Read the following example in this blog post: <http://capaworld.capa.org/how-a-capa-dublin-internship-helped-kickstart-my-career>

### Final Internship Reflection

10% of final grade (750 words)

Students will critically reflect on their initial and final 3 words and how the different word choices reflect their personal and professional journeys throughout the semester; they must also include a brief reflection on their exit meeting with their site supervisor. The assignment must also be forward looking and comment on how the student intends to build upon the GIC experience.

### GIC Participation

20% of final grade (*Supervisor's report component is 5%*)

Participation is an essential element of the GIC for the academic and reflective components as well as the site-based and field components of the program

For the site-based internship component of the course, near the completion of the internship, supervisors will complete an assessment of the quality of each student's performance within their respective organizations.

For the academic and reflective components students will be treated as young professionals and are expected to be as punctual and as eager to engage as at their internship sites. A series of discussion-based sessions will take place within a trusting and cohesive group environment where honesty about experiences is essential. Students will share ideas, test thoughts and theories, and develop a strong sense of self and key communicative and collaborative skills. Performance assessment and professional development are themes discussed theoretically through the GIC curriculum, thus linking theory and practice. While recognizing different learning styles and personality traits, all students are expected to illustrate to their instructors their engagement with the material and capacity for active listening and group participation. Students will for one session be expected to provide a synthesis and critique of one of the corresponding session's reading / viewing material. At other times, students will make an informal 'newstalk' presentation whereby they discuss a topic that is headline news in the local and /or national media and being a topic for discussion at their internship site.

Class participation will be assessed according to the following guidelines:

Grade	Discussion	Reading
A range	<b>Excellent: consistent contributor;</b> offers original analysis and comments; always has ideas on topics of the readings and relationship with internship; takes care not to dominate discussion	Obviously has completed all readings; intelligently uses resultant understanding to formulate comments and questions for the discussion.
B+	<b>Very Good: frequent, willing, and able</b> contributor; generally offers thoughtful comments based on the readings and internship experience	Has done most of the readings; provides competent analysis of the readings and applies insights from class appropriately.
B / B-	<b>Satisfactory: frequent contributor; basic</b> grasp of key concepts but little original insight; comments/questions are of a general nature and does not relate to the internship often	Displays familiarity with some readings and related concepts, but tends not to analyze them.
C range	<b>Poor: sporadic contributor;</b> comments/questions betray lack of understanding of key concepts; often digresses in unhelpful ways and makes little or no connection with the internship	Displays familiarity with few readings; rarely demonstrates analytical thought.
D / F	<b>Very Poor: rarely speaks or illustrates a lack of active listening and does not contribute to group discussion; merely quotes text</b> or repeats own comments or those of others with no connections made to the internship	Little to no apparent familiarity with assigned material or application to relevant experience.

### Research Project

### **35% (cumulative) of the final grade** (maximum equivalent of 1,750 words in total)

The 6-credit internship specialized research project is designed to encourage and support students' understanding of the industry in which their internship organization is located. Where an internship and a student's work is directly connected with the student's Major, the research will give them a macro perspective of their industry / major in an international context. For some students, this research project will focus on particular themes such as, for example, gender and diversity in the workplace or one of CAPA's SLOs. We hope that the internship and project can inspire and excite students about their Major and field of study in a working context and, or, to illustrate the value of their study abroad experience to post graduate applications and work. As expressed above, GIC begins with self-reflection and ends with self-projection.

The research project is comprised of three interconnected assignments: 1) an initial research plan; 2) a mid-term report; and 3) a final research presentation. Following this and the overall GIC process it is envisaged that students will have the skill sets and confidence to speak knowledgeably using an extemporaneous mode of delivery in a range of professional settings. It is hoped that students can discuss and illustrate the value of this research component at job and graduate school interviews.

#### **Research Project #1: Outline**

**10% of final grade** (750 words)

Students individually write up their investigation of the chosen themes, challenges or issues their sector or discipline is currently facing, specific to their internship organization.

#### **Research Project #2: Report**

**10% of final grade** (1,000 words)

Students write up their analysis of the findings of two or more interviews conducted with professionals within their sector or discipline.

#### **Research Report #3: Presentation**

**15% of final grade**

In their research groups, students present their analysis and findings from their research, synthesizing their experiences and learning from their internship and knowledge of the related sector.

### **Dress Code**

Business casual at the internship location unless otherwise directed by internship supervisor. Students must also wear business casual wear for their first orientation session, formal group presentations, and mock interviews.

### **Course Materials**

The course text and additional materials are mandatory reading for the class. Further reading materials are for students to use if they have a specific interest. Additional and further reading materials are available via the course modules. Presentations or supplementary notes used in class will be published on CANVAS shortly after the lesson.

### **SUNY-Oswego On-line Library Resources**

If students do not have access to sufficient additional resources from their home institution to complete the coursework for this class, they may request access to the on-line library resources of SUNY-Oswego: <http://libraryguides.oswego.edu/c.php?g=500670>. To access this resource, students need to request access during the first week of the program.

### **Required Materials**

Required reading, listening and watching is organized by topic for both 3-credit and 6-credit students. The required core materials for each in-class session are marked with '\*\*\*' at the beginning of the entry. Other reading is



optional but students should review if they have selected one or more of the topics for reflection and analysis for their assignments. Additional reading may also be provided in-class by faculty members.

Required readings will be available on the web via a hyperlink, or available via CANVAS. The full version of all anthologies and textbooks are available in the Academic Affairs office.

### **The study-abroad internship experience**

Burkeman, O. (2013). Open-Plan Offices Were Devised by Satan in the Deepest Caverns of Hell. *The Guardian*, November 18.

Fox, K. (2008). Work to Rule, in *Watching the English: The hidden rules of English behaviour*. London, England: Nicholas Brearley, 176-207.

\*\*\* Kelly, D. (2016). CAPA Orientation Masterclass

[http://www.kaltura.com/index.php/extwidget/preview/partner\\_id/2096161/uiconf\\_id/33967411/entry\\_id/0\\_k8i68io7/embed/auto?&flashvars\[streamerType\]=auto](http://www.kaltura.com/index.php/extwidget/preview/partner_id/2096161/uiconf_id/33967411/entry_id/0_k8i68io7/embed/auto?&flashvars[streamerType]=auto)

Schweitzer, H.F. & M.A. King (2009). Chapter 10: Navigating the internship site, in *The Successful Internship* (3<sup>rd</sup> ed.). Belmont: Brooks/Cole, 281-309.

Foot M. and Hook C. (2008). Chapter 9: Learning and talent development, in *Introducing Human Resource Management* Pearson, London, 288-332.

### **Global perspectives and intercultural competence**

\*\*\* Middleton J. 2014. Part One: What is cultural intelligence (CQ)?, in *Cultural Intelligence: The Competitive Edge for Leaders Crossing Borders*. London, England: Bloomsbury, 7-20.

Hofstede, G. (1993). Cultural constraints in management theories. *The Academy of Management Executive*, 7(1), 81-94.

### **Communication: listening, presenting and influencing**

\*\*\* Anderson, C. (2013). How to Give a Killer Presentation. *Harvard Business Review*, June, 121-125.

<https://hbr.org/2013/06/how-to-give-a-killer-presentation>

Cavoulacos, A. 2016. 'Finally! The 23 Unwritten Rules of Email'. *The Muse*.

<https://www.themuse.com/advice/finally-the-23-unwritten-rules-of-email>

\*\*\* Davis, J. (2016). CAPA Communication Masterclass "The Perfect Pitch"

[http://www.kaltura.com/index.php/extwidget/preview/partner\\_id/2096161/uiconf\\_id/33967411/entry\\_id/0\\_hss5vqhr/embed/thumb?&flashvars%5BstreamerType%5D=auto](http://www.kaltura.com/index.php/extwidget/preview/partner_id/2096161/uiconf_id/33967411/entry_id/0_hss5vqhr/embed/thumb?&flashvars%5BstreamerType%5D=auto)

\*\*\* Elsbach, K., D. (2003). "How to Pitch a Brilliant Idea." *Harvard Business Review*, September, 117-123.

<https://hbr.org/2003/09/how-to-pitch-a-brilliant-idea>

\*\*\* Martin, S. (2015). How Doctors (or Anyone) Can Craft a More Persuasive Message. *Harvard Business Review Blog*, January 29. <https://hbr.org/2015/01/how-doctors-or-anyone-can-craft-a-more-persuasive-message>

Robbins, S. (2009). Seven Communication Mistakes Managers Make. *Harvard Business Review*, February.

\*\*\* Zenger, J. & Folkman, J. 2016. *What Great Listeners Actually Do*. *Harvard Business Review Blog*, 14 July.

<https://hbr.org/2016/07/what-great-listeners-actually-do>

### **Defining your personal brand: profiles, resumes, cover letters and interviews**

Anderson, A. & Bolt, S. (2013). Chapter 14: Resume package, in *Professionalism: Skills for Workplace Success*. New Jersey: Pearson, 226-258.

Anderson, A. & Bolt, S. (2013). Chapter 15: Interview techniques, in *Professionalism: Skills for Workplace Success*. New Jersey: Pearson, 260-282.

\*\*\* Barrett, C. (2016). Make a Lasting Impression at Job Interviews Using Questions. *Quintessential*.

<https://www.livecareer.com/quintessential/asking-questions-at-interview>

Knight, R. (2015). How to Conduct an Effective Job Interview. *Harvard Business Review Blog*, January 23.

<https://hbr.org/2015/01/how-to-conduct-an-effective-job-interview>

Marr, B. (2014). Job Interview: Why Only 3 Questions Really Matter. *LinkedIn*, March 31.

<https://www.linkedin.com/pulse/20140331030822-64875646-job-interview-why-only-3-questions-really-matter>

\*\*\* Marr, B. (2015). How To Create A Killer LinkedIn Profile That Will Get You Noticed. *LinkedIn Pulse*, June 2.

<https://www.linkedin.com/pulse/how-create-killer-linkedin-profile-get-you-noticed-bernard-marr>



Peters, Y. (1997). The brand called you. *Fast Company Magazine*, August/September.  
<https://www.fastcompany.com/28905/brand-called-you>

### Group dynamics and team working

\*\*\* Belbin, R.M. (2010). Chapter 9: The art of building a team, in *Team Roles at Work* (2<sup>nd</sup> ed.). New York: Routledge, 97-106.

\*\*\* <kpkammer> (2013) Clip from the movie *Remember the Titans* is used to illustrate Bruce Tuckman's theory of group stages (Forming, Storming, Norming, Performing and Adjourning)  
<https://www.youtube.com/watch?v=hEJaz3sinEs>

Brooks I. (2006). Chapter 5: Groups and Teams, in *Organisational Behaviour*. London. England: Pearson, 110-155.

Hayes J. (2006). Chapter 10: Communicating change, in *The Theory and Practice of Change Management*. London, England: Palgrave Macmillan, 178-190

Kastelle, T. 2013. 'Hierarchy Is Overrated'. *Harvard Business Review Blog*, 20 November.  
<http://blogs.hbr.org/2013/11/hierarchy-is-overrated>

Leheney M. (2008). Chapter 2: A commitment to people, in *The Five Commitments of a Leader*. London, England: Kogan Page, 53-80.

### Analytical, critical and creative thinking

\*\*\* Gardner, H. (1999). Chapter 3: The theory of multiple intelligences, in *Intelligence Reframed: Multiple Intelligences for the 21<sup>st</sup> Century*. New York: Basic Books, 27-46.

Dr Edward de Bono's official website: <http://edwdebono.com/>

\*\*\* "Changing Education Paradigms", 2009 TED Talk by Sir Ken Robinson,  
[https://www.ted.com/talks/ken\\_robinson\\_changing\\_education\\_paradigms](https://www.ted.com/talks/ken_robinson_changing_education_paradigms)

### Conducting organizational research

Saunders, M., Lewis, P., & Thornhill, A. (2016). *Research methods for business students* (7<sup>th</sup> ed.). Harlow, England: FT Prentice Hall:

- Chapter 1 – The research process, 11-13.
- Chapter 2 – Formulating and clarifying the research topic, 26-37, 42-48.
- Chapter 3 – Critically reviewing the literature, 70-85, 93-100.
- Chapter 4 – Collecting data using semi-structured interviews, 293-296, 401-413.
- Chapter 5 – Writing your project report, 633-649.

Note, although Saunders et al above references 'business' in the their title, the material is applicable to all sectors.

Martin Denscombe, *The Good Research Guide for Small-Scale Social Research Projects* (3rd Ed) Maidenhead, Berks: Open University Press, 2007

## Course Schedule Summary

WEEK	3348 – 6 Credits
Week 0	Orientation City / Neighbourhood Guided Tour
Week 0	Self-Guided Commute and Research of Internship Location
WEEK 1	Introduction to the Global Internship Course
WEEK 2	Positionality & Cultural Intelligence (CQ)
WEEK 3	Working in Global Teams
WEEK 4	<b>Research Project:</b> Goal Setting
WEEK 5	<b>Research Project:</b> Planning
WEEK 6	Guest Speaker

WEEK	<b>3348 – 6 Credits</b>
WEEK 7	Mid-Term Break Week
WEEK 8	Resumes, Cover Letters, and Interviews (mock interview preparation)
WEEK 9	<b>Research Project:</b> Interview Analysis and Developing Presentations
WEEK 10	Personal & Professional Development Review
WEEK 11	Mock Interviews
WEEK 12	<b>Research Project:</b> Presentation and Review
WEEK 13	Course Review and Celebration

### Weekly Schedule at-a-glance: Detailed Course Schedule

Sessions may vary slightly depending on local and national events and class size. Instructors may incorporate supplemental material base on their areas of expertise that relate to the weekly schedule.

<b>Week 0:</b>	<b>Orientation with CAPA London Internship Team and GIW Instructors</b>
Session	(Student groups participating in orientation are based on student housing location and other factors and therefore, this session does not occur with their GIC group and possibly not their GIW instructor)
In-class/session activity	<ul style="list-style-type: none"> <li>• Introduction to the concepts of globality, positionality and intercultural competence</li> <li>• High vs. low context cultures</li> <li>• Cultural minefields and the cultural codes and customs of the London workplace</li> <li>• Preparation for the first week at placements</li> <li>• Tips for successful navigation on public transport</li> <li>• Administration and procedures: Learning Agreement; timesheets and absence; support from the Internship Team</li> </ul>
Post class/session activity	<p><b>Prepare:</b> Summary of internship site organization</p> <p><b>Prepare:</b> Draft Learning Agreement</p>

<b>Week 0:</b>	<b>Arrival City Tour:</b>
Session:	Students will take part in an arrival city / neighbourhood guided walking and bus tour in which they will learn how to navigate the city by foot (creation of mental maps), be made aware of transport networks, which includes an analysis of social norms in London. Discussion of the etiquette of taking photographs in the city.
In-class/session activity	Students must not be passive observers of their tour but to be active participants and fully engaged in the tour, which includes taking photographs and mental notes to aid initial in class discussions.

<b>Week 0 / 1</b>	<b>Self-Guided Internship Neighbourhood Research</b>
In-class/session	Students must plan their commute / travel plans to get from their housing (and

activity	academic location) to their internship location. They must take this commute. Once in their location students must identify the precise location / building of their internship and slowly explore and critically observe the local neighborhood, noting shops, services, landmarks and, for example, green spaces as they go.
Post Activity	Linked with their 3 words activity in orientation, in which students choose three words to describe how they feel about starting their internship, students will write a summary reflection of their initial engagement with (feelings) and critical observations of their internship commute, location and their global city based partly on their pre-internship self-guided exploration of the internship location. This document must be uploaded onto Canvas before before Session 2.

Week 1	Introduction to the London Global Internship Course
In-class/session activity	<ul style="list-style-type: none"> <li>• Review of Orientation</li> <li>• GIW syllabus</li> <li>• Personal and Professional Development (PPD) Portfolio:</li> <li>• Making sense of your internship</li> <li>• Preparing for future opportunities</li> <li>• Assignments</li> <li>• Learning Agreement – designing your aims and objectives for your internship</li> <li>• Expectations – differences between the US and UK and London</li> </ul>
Post Activity	<p><b>Prepare:</b> Summary of internship site organization</p> <p><b>Prepare:</b> Draft Learning Agreement</p> <p><b>Discuss:</b> Organization/sector issues with site supervisor to inform research project</p>

Week 2	Positionality & Cultural Intelligence
Pre-Session	<b>Read:</b> Middleton, J. (2014), Chapter 1
In-class/session activity	<p><b>Making sense of your internship:</b></p> <ul style="list-style-type: none"> <li>• Ethnocentric and ethnorelative world views at work</li> <li>• Intercultural competence and CQ in the workplace</li> </ul> <p><b>Preparing for future opportunities and interviews:</b></p> <ul style="list-style-type: none"> <li>• Explaining your role within your team</li> <li>• Summarizing your internship organization</li> </ul>
Post Activity	<b>Prepare:</b> Notes on sector themes and issues from discussion with site supervisor and work colleagues for the Research Project #1: Context
Assignments Due	<b>Up load your Internship Location Research Assignment on Canvas.</b>

Week 3	Working in Global Teams
Pre-Session	<p><b>Read:</b> Belbin (2012), Chapter 9</p> <p><b>Complete:</b> Belbin Test</p>
In-class/session activity	<p><b>Making sense of your internship:</b></p> <ul style="list-style-type: none"> <li>– Linking CQ with working in global teams</li> <li>– Introduction and overview of Tuckman's theory of group stages</li> </ul> <p><b>Preparing for future interviews:</b></p> <ul style="list-style-type: none"> <li>– S-T-A-R practice: CQ</li> </ul>
Assignments Due	<b>Signed Scanned Learning Agreement</b>

<b>Week 4</b>	<b>Introduction to the Research Project</b>
Pre-Session	<b>Read:</b> Saunders et al. (2016), Chapters 1 and 2
In-class/session activity	<b>Making sense of your internship:</b> <ul style="list-style-type: none"> <li>– Choosing a research strategy</li> <li>– Identifying a research focus</li> <li>– Developing research questions</li> <li>– Research tools and techniques</li> </ul>
<b>Post Session</b>	<b>Prepare:</b> Research Project #1: Context

<b>Week 5</b>	<b>Research Project 1: Planning</b>
Pre-class/session activity	<b>Read:</b> Saunders et al. (2016), Chapter 3
In-class/session activity	<b>Making sense of your internship:</b> <ul style="list-style-type: none"> <li>– Identifying research objectives</li> <li>– Defining research questions</li> <li>– Preparing for interviews, agreeing team roles, developing a research plan</li> </ul>
Post-class/session activity	<b>Prepare:</b> Research Plan, including interviews schedule <b>Read:</b> Saunders et al. (2016), Chapters 4 & 5 <b>Prepare:</b> Meet Internship Supervisor and Mid-Term Internship Reflection <b>Prepare:</b> Create/review LinkedIn profile
<b>Assignments Due</b>	<b>Research Project #1: Context</b>

<b>Week 6</b>	<b>Guest Lecture</b>
Pre-class/session activity	Reading to be Decided
In-class/session activity	Workshop
Post-class/session activity	
<b>Assignments Due</b>	<b>Mid-Term Internship Reflection (500 words) Research Plan</b>

<b>WEEK 7:</b>	<b>Mid-term Break</b>
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<b>Week 8</b>	<b>Personal &amp; Professional Development (PPD) Review</b>
Pre-class/session activity	<b>Read:</b> CAPA's PPDs
In-class/session activity	<b>Making sense of your internship:</b> PPD review <b>Present:</b> Group Poster Presentations
Post-class/session activity	<b>Prepare:</b> Research and identify potential internships/jobs/postgrad courses
<b>Assignments Due</b>	

<b>Week 9</b>	<b>Research Project 2: Critical Thinking &amp; Working Collaboratively (Post Graduate Studies)</b>
Pre-class/session activity	<b>Watch:</b> “Changing Education Paradigms” TED Talk <b>Access:</b> Dr Edward de Bono’s website
In-class/session activity	<b>Making sense of your internship:</b> <ul style="list-style-type: none"> <li>– Problem solving and intelligence</li> <li>– Critical, analytical and creative approaches to research</li> </ul> <b>Preparing for future opportunities:</b> <ul style="list-style-type: none"> <li>– S-T-A-R practice: problem solving</li> </ul>
Post-class/session activity	<b>Prepare:</b> Identify potential internships/ jobs/postgrad courses for mock interview <b>Prepare:</b> Research Project #2: Report
<b>Assignments Due</b>	

<b>WEEK 10:</b>	<b>Resumes, Cover Letters and Interviews (Mock Interview Preparation)</b>
Pre-class/session activity	<b>Read:</b> Anderson & Bolt (2013) <b>Read:</b> Marr (2014) <b>Prepare:</b> Print out resume and cover letter to include London internship experience
In-class/session activity	<b>Preparing for future opportunities:</b> <ul style="list-style-type: none"> <li>– Job application workshop run by the Internship Team</li> </ul>
Post-class/session activity	<b>Prepare:</b> Resume and cover letter and LinkedIn profile. Research Company Overview and Job Description for Mock Interview
<b>Assignments Due</b>	<b>Research Project #2: Report</b>

<b>WEEK 11:</b>	<b>Communication Skills (The Perfect Pitch)</b>
Pre-class/session activity	<b>Watch:</b> Communication and presentations Masterclass by MIT Professor Justin Davis <b>Prepare:</b> Research Presentation Powerpoint outline and Speaker Order / Notes
In-class/session activity	Final Research Presentation Workshop
Post-class/session activity	<b>Practice:</b> S-T-A-R answers for Mock interview questions
<b>Assignments Due</b>	

<b>WEEK 12:</b>	<b>Mock Interviews (No Class)</b>
Pre-class/session activity	<b>Practice:</b> S-T-A-R answers to interview questions.
In-class/session activity	Have Phone fully charged and be familiar with how to make a voice recording.
Post-class/session activity	
<b>Assignments Due</b>	<b>Upload</b> interview and typed review of the content and delivery of each answer

<b>WEEK 13:</b>	<b>Research Project 3: Presentation</b>
Pre-class/session activity	<b>Review:</b> Saunders et al. (2009), Chapter 5
In-class/session activity	<b>Present:</b> Research Project #3: Presentation

Post-class/session activity	<b><u>Prepare:</u></b> Final Internship Reflection Chose 3 words that characterise how you feel about completing your internship.
<b>Assignments Due</b>	<b>Research Project #3: Presentation Upload to Canvas</b>

<b>WEEK 14:</b>	<b>Review and Celebration</b>
Pre-class/session activity	<b><u>Prepare:</u></b> Reflect on experience and consider advice for future students
In-class/session activity	<b>Preparing for future opportunities:</b> <ul style="list-style-type: none"> <li>- Achievements</li> <li>- The value and future benefits of the GIW experience</li> </ul>
Post-class/session activity	
<b>Assignments Due</b>	<b>Final Reflection. Comparing initial and final 2 words and notes on exit interview with internship site supervisor</b>

## Attendance, Participation & Student Responsibilities

**Attendance:** CAPA has a mandatory attendance policy. Attendance is taken at the beginning of every class. The first time a student has an unexcused absence for a class, his/her grade will not be impacted. The second time a student has an unexcused absence in that class, it will result in a 3 percent reduction of the final grade (for example: an A- [92] will become an B+ [89]). The student will be placed on academic probation at this time. Three unexcused absences per class will result in failure of the course. A pattern of three absences in more than one course will result in dismissal from the program.

**Excused Absences:** Absences are only excused for medical reasons, for a family emergency or for a religious holiday. To request an excused absence, students must contact [excused.absence@capa.org](mailto:excused.absence@capa.org) ahead of time and provide evidence (e.g. a doctor's note) of the reason for his/her absence, otherwise the absence will not be excused. Even if the student knows the absence will not be excused, the student should still contact CAPA to inform CAPA they will not be in class.

In addition to contacting [excused.absence@capa.org](mailto:excused.absence@capa.org), it is the responsibility of the student to contact his/her instructor and make up any missed assignments.

**Class Participation:** Students are expected to participate actively and critically in class discussions, and the participation portion of the class will be graded accordingly. Students must read assignments BEFORE the class and come in on time.

Participation is a vital part of your grade: students are expected to participate orally in seminars and in online forums and discussions in a critical and evaluative manner; to interact with the faculty and fellow students with respect and tolerance; and to actively engage in discussion. Derogatory or inflammatory comments about the cultures, perspectives or attitudes of others in the class will not be tolerated.

**Academic Integrity:** A high level of responsibility and academic honesty is expected. Because the value of an academic course depends upon the absolute integrity of the work done by the student, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work and class behavior. Plagiarism, self-plagiarism and cheating can result in dismissal from the program.

Self-plagiarism, copying an assignment entirely or partially to submit to a different class in an attempt to receive credit twice for one piece of work is unacceptable and considered cheating by duplication. Students risk receiving an "0" for any assignments in which they have duplicated their own work.

All substantial writing assignments (typically anything worth 20% or more of the final course grade) will be run through the plagiarism checking software Turnitin when submitted via CANVAS. See CAPA's Academic Standards and Policies for more information and resources on plagiarism.

**Sexual Misconduct, Required Reporting, and Title IX:** CAPA: The Global Education Network is committed to encouraging a safe and healthy environment at our seven CAPA centers. This commitment includes the understanding of, and applicable adherence to, the guidelines outlined in Title IX of the Education Amendments of 1972. Title IX necessitates that US universities provide equity in all educational programs and activities without sex discrimination.

CAPA understands the implications of Title IX compliance for our institutional partners and thus endeavors to support this compliance as a vital aspect of partnership. The safety and security of all students during a program is a matter of crucial importance to CAPA. To facilitate this, CAPA encourages students to openly disclose any and all information that is Title IX relevant so that CAPA staff can provide support and connect students with appropriate resources. Because students may not understand the implications of Title IX abroad, CAPA will work to advise students about the resources available through Title IX and explain the importance of compliance in Title IX reporting. CAPA will work to build student confidence in CAPA's status as a mandated reporter by outlining the advantage of disclosure for the student, reassuring them that any information disclosed will not be used in an inappropriate manner, and stressing that individuals will only be informed on a need-to-know basis.

**Use of electronic equipment in class:** All devices such as laptops, i-pods, i-pads, netbooks, notebooks and tablets, smartphones, cell phones, etc. are **NOT** allowed unless you have express permission from the faculty or you have been instructed to do so. If you require an accommodation to use any type of electronic equipment, inform the Associate Director of Academic Affairs at the beginning of Term.

**Use of Electronic Translators:** In Language courses students are NOT allowed to use electronic translators for writing texts in the target language: those submitting compositions and texts of whatever kind translated in such a



fashion will receive a final F grade for the course.

**Late Submission:** Late submission of papers, projects, journal entries, pieces of homework and portfolios is only permitted with prior approval. A request must be made to the relevant Faculty member no later than two days prior to the due date. Late submission without prior approval will result in a full alpha grade penalty. In either case, work cannot be submitted after feedback has been provided to the rest of the class on the relevant assessment or one week after the due date whichever comes first, after which point a grade of F will be given for the assessment.

**Behaviour during Examinations:** During examinations, you must do your own work. Unless specifically instructed by the lecturer or instructor, talking during an exam is not permitted, nor may you compare papers, copy from others, or collaborate in any way. Any failure to abide by examination rules will result in failure of the exam, and may lead to failure of the course and disciplinary action.

#### Note re Hours

Host Arrival City Tour	3
Internship Orientation	2
Internship Preparation Self-Guided Research	3.5
GIC class (13 x 2hrs)	26
PPD / Skill Development activity: Part 1- Placement Goal Setting	3
PPD / Skill Development activity: Part 2- Placement mid point assessment	3
PPD / Skill Development activity: Part 3- Performance Analysis and Continued PPD	3
Research Hours	4.5
Total Hours	48