



Global Internship Course

FLOR INTP 3347

CAPA Florence Program

Course Description

The *Global Internship Course* (GIC) is a unique and innovative opportunity for students to combine their placement experience with a weekly in-class educational and mentoring experience, which aims to develop students' personal and professional skills while earning academic credit. The GIC fits in with CAPA's philosophy and practice of Globally Networked Learning (GNL), whereby students can 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. At times, this analysis will be facilitated through various CAPA location Masterclasses given by leading professionals from a diverse range of fields. Thus, the weekly discussion-based sessions with their active learning approach, gives students the opportunity to discuss and analyze theories and models of work, critical thinking and organizational behaviour and management in a cross-cultural context. A variety of teaching and learning activities will be used, for example: lecture, Course, discussion, informal and formal presentations, and on-line mock interviews. The assessment mechanisms are all designed to support learning, using the internship and living abroad experience as a vehicle. Above all, the on-site 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. It is 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. While 6 credit and 3 credit students attend the same number of sessions, 3 credit students will have a lighter assignment work-load. There will be more reading in the first half of the course compared with the second half as the latter will be more practical-focused with, for example, interviews and presentations. Also, the readings in the first number of weeks relate to the topics and Masterclasses in the second half of the semester.

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

- *personal and professional development*: 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. The GIC also includes elements of CAPA's Student Learning and Development Outcomes (SLDOs), which include Globalization, Urban Environments, Social Dynamics and Diversity, as well as a set of skills that enhance students' global perspectives. These lessons and exercises, such as formal presentations and mock interviews provide the perspective required to determine effective strategies for future professional development, within internship placements and after.
- *how organizations work and work culture*: an investigation of the theoretical foundations of organizational culture and behavior, leadership and management styles, working in teams, employee motivation, performance management, 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 globalisation are reflected in the workplace.
- *workplace culture and regulation, Florence vs. USA*: a comparative analysis of the national and global realities facing workplaces in Florence that may (or may not) differ from similar organizations in the USA. The lessons addressing this theme are driven by the 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.

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.

This syllabus is somewhat more detailed than conventional syllabi due to the nature of the Global Internship Course as it contains, for example, some biographical information on Masterclass speakers. The syllabus and its components are related where possible to the student internship experience and Course as a whole.

Course Aims

1. To link the internship experience with a consideration and analysis of current and historical aspects of the CAPA location's working culture to enable insightful comparison of these with the US and other workplaces and cultures.
2. To actively participate in the life of the host culture through an internship placement.
3. To be able to demonstrate a deeper understanding of the host organization culture through the completion of formal presentations and written reflections that compliment the Masterclasses and check-in sessions.
To create a participative and critically challenging Course to promote personal and professional development on a number of levels.
4. To provide an assessment framework that requires students to demonstrate participation, skills development, and professional awareness within a rigorous academic context.
- 5.

Requirements and Prerequisites

- The work undertaken on site should be viewed as academic fieldwork for the assignment requirements. While internship performance, attendance and attitude are important; it is the written work, presentations and participation in on-site and on-line sessions which account for the greatest portion of the grade. The course and assessment tasks described in this document carry the internship credit on student transcripts (under the name *Global Internship Course*).
- 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.

Learning Outcomes (A-J)

On completion of the Course students will be able to:

- identify and apply the (hard and soft) skills obtained from internship roles;
- evaluate the validity of a variety of management theories and models in terms of their practical and conceptual value to include cross-cultural contexts;
- reflect analytically on an organization and/or industry through both oral and written reports;
- demonstrate an understanding of critical thinking and its application in business and research/study;
- design and deliver competent business / professional presentations;
- understand the value and uses of technology to study and work globally;
- discuss theories concerning, and provide practical (and personal) examples of intercultural competence – in order to function in a globalized environment and multicultural society;
- discuss theories and provide examples of group formation stages and team roles in different settings;
- prepare a professional resume, cover letter, and be familiar with the uses of an E-Portfolio and different on-line work-related websites such as LinkedIn, and
- 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.

Class methodology There are two components to the Global Internship Course.

- The *site-based internship* component provides students with a unique opportunity to learn by active participation 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 able to develop self-confidence, self-awareness, and an awareness of others in a practical setting. They 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 broader social and cultural context. There will therefore, be a mixture of group discussions, presentations, and reflection. The on-site and on-line sessions 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.

Assessment/Grading Policy:

	6 Credit %	3 Credit %	Week Due
GIC participation	20	20	weekly
Learning Agreement (additionally, for 6-credit students, to include an analysis of the site in relation to its field and/or the student's Major)	10 (500 words)	10	3
Mid Term Review (of Internship and weekly written assignments)	20 (1,200 words)	20 (1,000 words)	6
Formal Group Presentations (circa 5 min per student)	20	20	TBA
Interview and Reflection	20	20	10
Final Internship Reflection	10 (750 words)	10 (500 words)	12

NOTE: Students must complete all required components by the established deadlines. Late submission will incur a 5% per day penalty without the instructor's prior approval of extension, and may result in a grade of F for the course in question.

Assessed elements of the GIC will receive a grade based on the following scale

Descriptor	Alpha	US	GPA
Excellent	A	93+	4.0
	A-	90-92	3.7
Good	B+	87-89	3.3
	B	83-86	3.0
	B-	80-82	2.7
Average	C+	77-79	2.3
	C	73-76	2.0
Below Average/Poor	C-	70-72	1.7
	D+	67-69	1.3
	D	60-66	0.7 1.0
Fail	F	<60	0

Grading Guidelines

DESCRIPTOR	ALPHA	NUMERIC	GPA	REQUIREMENT/EXPECTATION
Outstanding (High Distinction)	A	93+	4.0	Maximum grade: In addition to description for grade "A", the student shows detailed understanding of materials about which he or she can show independent analytical ability. This means the ability to question an issue from different perspectives and evaluate responses in an objective manner.
Excellent (Distinction)	A-	90 - 92	3.7	Student shows understanding of literature beyond the textbook/class hand-outs/class notes, and the work shows a high level of independent thought, presents informed and insightful discussion and demonstrates a well-developed capacity for evaluation.

Very good (High Credit)	B+	87 - 89	3.3	Shows evidence of a capacity to generalize from the taught content, or the material in literature, or from class lectures in an informed manner. Also, the work demonstrates a capacity to integrate personal reflection into the discussion and an appreciation of a range of different perspectives.
Good (Credit)	B	83 - 86	3.0	The work is well organized and contains coherent or logical argumentation and presentation.
Good (Credit)	B-	80 - 82	2.7	Student shows understanding of literature beyond the textbook and/or notes, and, there is evidence of additional reading.
Average (Good Pass)	C+	77-79	2.3	The work demonstrates a capacity to integrate research into the discussion and a critical appreciation of a range of theoretical perspectives. Also, the work demonstrates a clear understanding of the question and its theoretical implications and demonstrates evidence of additional reading.
Adequate (Pass)	C	73 - 76	2.0	Shows clear understanding and some insight into the material in the textbook and notes, but not beyond. A deficiency in understanding the material may be compensated by evidence of independent thought and effort related to the subject matter.
Below Average (Borderline Pass)	C-	70-72	1.7	Shows some understanding of the material in the textbook and notes. A deficiency in any of the above may be compensated by evidence of independent thought related to the subject matter.
Inadequate (Borderline Fail)	D+	67 - 69	1.3	Fails to show a clear understanding or much insight into the material in the textbook and notes
Poor (Fail)	D	60 - 66	0.7 - 1.0	Besides the above for D+, student has not shown interest or engagement in the class work or study.
Poor (Fail)	F	<60	0	Shows little or no understanding of any of the material
Incomplete	I			Please see CAPA policy in the Faculty Handbook.

Assignment Elements Overview

GIC Participation: 20% of final grade* Participation is an essential element of the GIC. In this series of sessions students will be treated as young professionals and will be expected to be as punctual and as eager to engage as is. It is an opportunity for students to share ideas, test thoughts and theories, and develop a strong sense of self and key communicative and collaborative skills.

**Supervisor's report component is 5%*

Near the completion of the internship, supervisors will complete an assessment of the quality of each student's performance within their respective organizations. Performance assessment and professional development are

themes discussed theoretically through the GIC curriculum, thus linking theory and practice. Class participation will be assessed according to the following guidelines:

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

Learning Agreement: 10% of final grade (6-credit students must write a supplementary 500 words *). The learning agreement document to be completed by the student provides a framework for students, in consultation with their internship supervisors, to identify key tasks, responsibilities, learning opportunities, and hard and soft skill development. It is an important opportunity to set reasonable / attainable expectations. Students will reflect on this agreement during their Mid-Term Review in order to measure their progress and, if needed, to agree a realigned agreed set of goals / expectations for the second half of their internship.

* The 6-credit students must write a short 'industry report' on their internship site (field), which can include a US comparative component, OR students can research and discuss the relationship between their internship site (field) and their major including possible postgraduate college work.

Mid-Term Review: 20% of final grade (6 credit students: 1,200 words; 3 credit students: 1,000 words)

Section 1) Based on their weekly written work to-date, students must report on, in summative form, their understanding of the reading material and sessions. For example, they should consider the self-reflection component of the initial weekly sessions and illustrate, using specific examples, times in which they have displayed intercultural competencies. Relevant readings and outside sources must be cited within the document.

Section 2) Students must review and reassess their Learning Contract and, where appropriate and possible, redefine (*and discuss*) their personal learning goals for the second part of their internship (where new learning goals require possible changes in internship activities, students would need to discuss these with supervisors at a subsequent meeting).

Formal Student Group Presentations: 20% of final grade

The student formal group (PowerPoint / Prezi) presentation is an opportunity regularly throughout the GIC schedule for groups of avg. 4 students to make a formal presentation that illustrates their understanding of their internship and on-site session learning in the context of their internship field (Industry), major and/or a pre-agreed topic such as gender in the workplace*. An example could be a group of Digital Marketing students researching and presenting their initial findings on that industry as related to their internships (host country) and, where possible, comparing their findings with the US. These presentations will commence in week 4 and a schedule will be agreed with students in week 1.

This formal presentation should be circa 5minutes per student and consist of a short number of rigorously edited slides. The presentation should be rehearsed by the team so that their understanding of each other's roles, slide content and speaker transitions are fluid. Each student receives the same grade. After each presentation, detailed constructive feedback and peer-review will be directly given by fellow students and faculty member. This presentation will be good preparation for students' on-line final InterviewStream assignment. 65% of the grade will

be for content and 35% for delivery. The week which students present will be taken into consideration when grading. For example the first group will have less time to prepare and some groups' presentations might coincide with other assignments due that week.

* While we endeavor to group students by Major and professional field we recognize that some students might be from diverse fields in which case we will work with them to agree a common interest to research.

InterviewStream Assessment 20% of Final Grade *

Section A) Both 6 and 3 credit students will record their responses to 2 pre-assigned interview questions, which will allow students the opportunity to synthesize and articulate aspects of their internship experiences and learning. This, in essence, is similar to an exit oral presentation/exam. Directly following their recording, students must complete the self-evaluation form. 70% of the grade is given to the students' responses i.e. content. 30% of the grade will be awarded for clarity of voice and tone, as well as general presentation skills.

Section B) 6 credit students must answer 2 of 4
unseen interview questions. 3 credit
students must answer 1 of 4
unseen interview questions.

* *Students can not take their assessed InterviewStream assignment in week 12 if they have not completed their trial ungraded interview (that is peer reviewed) in week 7 .*

Final Internship Reflection. 10% of the final grade. (6 credit students, 750 words. 3 credit students, 500 words) Students will critically reflect on their GIC experiences both in the internship site and on-site sessions and Masterclasses. Providing specific examples (highlights), students must identify some of the PPD skills they have developed and demonstrate the global nature of the internship and GIC learning. The statement must be forward looking and be a commentary on how the student intends to build upon the GIC experience.

Overall grade 100%

Dress Code

Business Casual in Internship unless otherwise directed by internship supervisor. Students must also wear business casual wear for their first orientation session and formal group presentations.

Required and Recommended Reading: selections from the following texts will be

distributed as required reading during class. Additional, current articles will be distributed in-class when relevant and appropriate, see following pages for more details.

 A range of additional reading material and CAPATalks will be available to students
 Anderson, A. and Bolt, S. 2013. *Professionalism: Skills for workplace Success*. Pearson, New Jersey.
 Belbin, R.M. 2012. *Team Roles at Work*, 2nd ed. Taylor and Francis, Hoboken.
 Brooks I. 2006, *Organizational Behavior*, Pearson, London.
 Burkeman, O. 2013. 'Open-Plan Offices Were Devised by Satan in the Deepest Caverns of Hell'. *The Guardian*, 18 November.
 Foot M. and Hook C. 2008, *Introducing Human Resource Management* Pearson, London.
 Fried, J. & D. Hansson. 2010. *Rework*. London, Vermillion.
 Gardner, H. 1999. *Intelligence Reframed: Multiple Intelligences for the 21st Century*. Basic Books, New York.
 Hayes J. 2006, *The Theory and Practice of Change Management*. Palgrave Macmillan, London.
 Kastle, T. 2013. 'Hierarchy Is Overrated'. *Harvard Business Review Blog*, 20 November. <http://blogs.hbr.org/2013/11/hierarchy-is-overrated/>
 Leheney M. 2008, *The Five Commitments of a Leader*, Management Concepts, Tysons Corner.
 Middleton J. 2014, *Cultural Intelligence: The Competitive Edge for Leaders Crossing Borders*. Bloomsbury, London.
 Robbins, S. 2009. 'Seven Communication Mistakes Managers Make'. *Harvard Business Review*, Feb.
 Rosen R. 2000, *Global Literacies*, Simon and Schuster, London.
 Schweitzer, H.F. & M.A. King. 2009. *The Successful Internship* 3rd ed. Brooks/Cole, Belmont.

Weekly Schedule

Arrival and Pre-Internship Orientation	
Meeting Number 1	Students must wear business casual clothes
In-class activity	<p>Introduction to GIC syllabus, Bi-Weekly Sessions and Masterclasses, as well as Interview-Stream, the CAPA GNL perspective and Learning Agreements</p> <p>Introduction to concepts such as: globality and positionality (intercultural competence)... high and low context cultures.</p> <p>Preparation for 1st week at placements: Cultural (invisible) mine fields; the do's and dont's of the CAPA location work place.</p>
Assignments	<p>http://www.kaltura.com/index.php/extwidget/preview/partner_id/2096161/uiconf_id/33967411/entry_id/0_k8i68io7/embed/auto?&flashvars[streamerType]=auto</p> <p>View this Orientation Masterclass by Dr. Darren Kelly. Darren works and teaches at CAPA. He developed and teaches on the Postgraduate Diploma in Further Education Course at MIE, Trinity College, Dublin, Ireland. He has increasingly focused his work and publishing in the area of international and intercultural education.</p>

Check-In Session 1	
Meeting Number 2	Global Perspectives (of the self and CAPA location)

In-class activity	<p>Check-In:</p> <p>Reflections on initial perceptions and experiences of the host city and working environment. In small groups, document the (possibly hidden) learning outcomes of travelling, starting in the internship and living in a foreign city.</p> <p>Intercultural Competence PowerPoint Presentation: Discussion of Ethnocentric and Ethnorelative world views – cognitive dissonance. Relate back to the on-Line Orientation Masterclass.</p> <p>In small groups, students will formulate an interview answer to the question, “why is CQ an important quality to have in a multicultural workplace?”</p> <p>Learning Agreement discussed.</p>
Assignments	<p><i>on the basis that the interview is taking place following their study abroad experience.</i> The questions will be open-ended and students will be required to use their study abroad experience as part of each answer. A detailed rubric with sample questions and answers will be provided.</p> <p>70% of the grade is given to the students' responses i.e. content. 30% of the grade will be awarded for clarity of voice and tone, as well as general presentation skills.</p> <p>6 credit students must answer 2 of 4 questions. 3 credit students must answer 1 of 4 questions.</p> <p><i>Answers must be no longer than 3 minutes long.</i></p> <p><i>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</i></p> <p><i>* Students can not take their assessed InterviewStream assignment in week 12 if they have not completed their trial ungraded interview (that is peer reviewed) in week 7.</i></p> <p>Reading:</p> <p>Rosen. Ch. 6 ‘Cultural Literacy’.</p> <p>Local contextual reading to be decided by local faculty</p> <p>Students will look back at their initial perceptions of the US and their CAPA Location from sessions 1 and 2 and reflect on how their perceptions have changed.</p>

Check-in Session 6	
Meeting Number 12	Review, Evaluation, Celebration & Departure
In-class activity	<p>Check-In: Reflection on Masterclass 4.</p> <p>Acknowledgement of achievement and discussion of the value of the experience and its relevance in the future.</p> <p>Final evaluation and student presentations.</p>

Assignments	<p>Formal Student Group (5) Presentations: 20% of final grade</p> <p>Final Internship Reflection. 10% of the final grade. (6 credit students, 750 words. 3 credit students, 500 words)</p> <p>Students will critically reflect on their GIC experiences both in the internship site and on-site sessions and masterclasses. Providing specific examples (highlights), students must identify some of the PPD skills they have developed and demonstrate the international nature of their internship and GIC learning. The statement must be forward looking and be a commentary on how the student intends to build upon the GIC experience.</p>
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Attendance, Participation & Student Responsibilities

Refer to the *Academic Handbook* for a complete outline of all academic policies. This page contains a summary only.

Attendance

CAPA has a mandatory attendance policy. Students are also 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. Attendance is mandatory and is taken at the beginning of every class. Unauthorized absence from class will result in a reduction of the final grade and ultimately in a F for the course.

Unexcused absences

The instructor for the course may lower the student's participation grade based on the number of absences. For custom Courses, some will follow our absence policy (like when CAPA sponsors visa) and some will not; see academic director for details.

Excused absences

Any student seeking to be excused from class on the ground of a verifiable illness (i.e. doctor's note) or a family emergency, must email the DAA (greverdito@capa.org) in advance of their class. The CAPA staff will then email the relevant Faculty member. Note that calling the CAPA Center (055-2466439) is acceptable only if you do not temporarily have access to the internet. An e-mail is still required as quickly as you can get access to the internet again. If a doctor's note is written to excuse a student from class, the student cannot use that time for personal travel. Please note: excused absences will NOT be granted to accommodate visiting friends or family. Students absent due to extenuating circumstances that have been approved by the Director of Academic Affairs in advance of the missed class, including family emergency or verifiable health-related incapacity, remain responsible for meeting all class requirements. Faculty shall offer such students reasonable assistance in making up missed work (e.g. share handouts).

Class Participation

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

The faculty expects from you, the student, a high level of responsibility and academic honesty. 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 and cheating will result in dismissal from the Course. See the Handbook of CAPA Academic Policies for more information and resources on plagiarism.

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 Director of Academic Affairs or the Resident Director at the beginning of Term.

Late Submission

Late submission of papers due, 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.

Behavior 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