For Credit: API Internships Syllabus

The following curriculum aims to prepare API interns for navigating diverse cultural workplace environments and developing essential skills necessary for success in a global workplace. API internship work experiences are directly related to academic disciplines and future career pathways. For example, internship placements vary widely from technology startups for engineering majors to video production companies for film majors to non-profit organizations for business majors. This course will be accredited by University of Massachusetts at Amherst as INTERN 301, 6 credits.

The learning objectives of the API Internship course are:
- Contribute meaningfully to the strategic goals of an international organization by refining communication skills through practice in real-time;
- Demonstrate an ability to embrace innovation and flexibility in the global workplace;
- Reflect on how cultural diversity impacts the workplace, along with the challenges and opportunities of working across cultures and collaborating on teams;
- Embrace new technologies and technical environments to meet individual internship project expectations;
- Enhance individual professional strengths and career competencies as defined by [NACE (National Association of Colleges and Employers)](), with a global perspective.

Internship Duration and Work Contact Hours
API interns typically work between 32-40 hours per week in accordance with country and visa-specific guidelines. In addition to the hours students are working in their internship, students are completing an average of 6 hours per week of assignments and homework to bridge their academic learning and career aspirations, and to encourage their success throughout the internship experience. Below is a breakdown of how we recommend credit be awarded based on hours worked:

Internship timeframe	Min. Work hours per week	Min. Internship Hours (placement hrs+ course hours/week x no. weeks)	Credit hours
8 weeks	15	168	3
8 weeks	32	304	6
10 weeks	32	380	8
12 weeks	32	456	9
16 weeks	32	608	12
20 weeks	32	760	15

This rubric is based on UMass internship credit structure. They divide the total number of hours worked by 40 to determine credit: [https://www.umass.edu/careers/internships/process#Internship%20Credits,%20Hours%20and%20Costs]() *Internship hours worked include time spent on-site engaged in technical work at the job site, remote or hybrid work in virtual environments, structured strategic visits and lectures that align with industry interests and career formation.*

Course Expectations

API interns are expected to successfully meet the expectations of their work placement as outlined by the employer partner in the intern's offer letter. Additionally, API interns engage a curriculum in a virtual learning environment to submit reflections and complete assessments to ensure they are achieving the course's stated learning objectives for an average of six additional contact hours per week. Modules are self-paced and interns are provided feedback on their submissions throughout the duration of their internship. Interns are expected to cultivate their self-reflexivity, independence of mind and intellectual ability, and take ownership of their own learning, as their engagement with the content is self-paced. Interns are supported by coaches who provide culturally relevant feedback informed by global perspectives.

Student Learning Outcome	Method of Assessment
Contribute meaningfully to the strategic goals of an international organization by refining communication skills through practice in real-time.	Internship work and employer review Readings + Assessment submissions (Communication module) Class discussion participation (discussion board posts and chat engagement) Final Reflection Paper
Demonstrate an ability to embrace innovation and flexibility in the global workplace.	Internship work and employer review Readings + Assessment submissions (Orientation module) Class discussion participation (discussion board posts and chat engagement) Final Reflection Paper
Reflect on how cultural diversity impacts the workplace, along with the challenges and opportunities of working across cultures and collaborating on teams.	Internship work and employer review Readings + Assessment submissions (Cross-Cultural Collaboration module) Class discussion participation (discussion board posts and chat engagement) Final Reflection Paper
Embrace new technologies and technical environments to meet individual internship project expectations.	Internship work and employer review Readings + Assessment submissions in virtual environment (all modules) Final Reflection Paper
Enhance individual professional strengths and career competencies as defined by NACE (National Association of Colleges and Employers), with a global perspective.	Internship work and employer review Readings + Assessment submissions (all modules) Class discussion participation (discussion board posts and chat engagement) Critical reflection on soft skill development Final Reflection Paper

Required Text
There is no required text for this course. Various readings are embedded in the modules and are sourced from a variety of texts, including articles from peer-reviewed academic

journals, Harvard Business Review, Forbes, and *The Leadership Challenge* by Kouzes and Posner.

Course Format
Course content will be delivered through the APIConnect Learning Experience App. All assignments will be submitted through the APIConnect Learning Experience App. Course announcements, including deadlines and date changes, will be communicated through the APIConnect Learning Experience App.

Add/Drop
Enrolled students may drop the course without penalty within one week of their program start. Enrolled students may withdraw from the course up until the internship midpoint (specific to the start and end dates of the individual internship placement) without receiving a transcript with a failing grade. Any withdrawals after the midpoint of the internship (specific to the start and end dates of the individual internship placement) will result in an "F" grade for the course reflected on the transcript.

Modules, Readings, Assessments

Orientation

Set goals for the global internship
- Enables learners to structure intentional career development into their internship experience.
- Provides learners with a set of goals to revisit at the close of their experience to consider their overall progress.

Assessment due: **Goal Setting Reflection**

Explore communication differences in the workplace
- Introduces learners to a broad range of differences in communication behaviors they may encounter in their future workplace(s).
- Encourages learners to be aware of potential communication differences in their workplace interactions.

Identify personal values at work
- Enables learners to reflect on their own personal values and how they might apply in the workplace.
- Encourages learners to think about how work culture values may differ in global environments.

Inventory soft skills
- Enables learners to identify soft skills unique to them.
- Enables learners to identify soft skill gaps or deficiencies to focus on strengthening during their internship.

Assessment due: **Cultural Values in the Workplace Reflection**

Assigned reading: **Bhatt, P. *Perceived Organizational Culture across Generation, Tenure, and Gender: An Exploratory Study.***

Time-Management and Prioritization

Examine theories of workplace motivation
- Introduces learners to theories of motivation and the modern workplace.
- Encourages learners to consider their own motivations in their personal and professional domains.

Identify best practices in improving workday productivity
- Contextualizes time management and productivity principles for the remote worker.
- Gives learners the tools to self-reflect and examine their own daily habits for inefficiencies and improvements.

Assessment due: **A Day In Your Life: First Week on the Job Reflection**
Assigned reading: **Mahmoud et al., *"We aren't your reincarnation!" Workplace motivation across X, Y, and Z generations.***

Communication

Examine good communication practices
- Introduces learners to a framework for effective communication.
- Enables learners to identify ways to engage the framework for success in the workplace.

Improve active listening skills
- Illustrates the challenges associated with active listening in personal and professional contexts.
- Provides tools for being a better communicator through listening.
- Enables personal reflection on employer-employee communication and the importance of "feeling heard".

Identify tone and its role in workplace conflict and working on teams
- Enables learners to understand the role of tone in the modern workplace and why it is an increasingly important issue.
- Enables learners to practice different verbal tones and reflect on their implied and perceived meanings.

Assigned reading: **Lee, H. *Telling stories and sharing cultures for constructing identity and solidarity: A case of informal communication at a workplace***

Cross-Cultural Collaboration

Consider challenges of working across cultures
- Familiarizes learners with the challenges - and rewards - of global workplaces and working on multicultural teams.
- Enables learners to reflect on their own prejudices and preferences in intercultural interactions.

Improve diversity IQ
- Enables learners to continue engagement with diversity in real-life domestic applications.
- Enables learners to identify steps to follow to better respect diversity and be leaders in the area of inclusion.

Map cultural values and personal values
- Enables learners to consider their own cultural identity and values.
- Increases awareness so that learners can take cultural identity and values into account during intercultural interactions.

Assessment due: **Culture at Work Reflection**
Assigned reading: **Shonfeld et al.,** *Learning in Digital Environments: A Model for Cross-Cultural Alignment*

Critical Thinking and Problem-Solving

Critical thinking and being wrong
- Enables learners to embrace possibilities of learning from being wrong.
- Allows learners to navigate intercultural settings sensitized to differences of opinion, biases, etc.

Practice mindfulness for stressful encounters
- Familiarizes learners with mindfulness techniques and concepts in practice.
- Provides learners with tools and strategies to navigate stressful situations related to change.

Observe home like a visitor
- Enables learners to practice mindfulness and critical thinking through an intercultural lens as they consider a foreigner's experience in their home community.
- Provides learners with the opportunity to consider their home community through an international lens while completing a global internship.

Assigned reading: **Yi, J.** *Revisiting Hofstede's Uncertainty-Avoidance Dimension: A Cross-Cultural Comparison of Organizational Employees in Four Countries.*

<u>Leadership</u>

Learn about leadership practices
- Enables learners to become familiar with a popular model of leadership theory.
- Enables learners to apply theory to practice as they discuss a leader they admire and how their behaviors illustrate elements of this model.

Examine everyday leadership
- Enables learners to reflect on the scope of leadership potential each unique individual possesses.
- Enables learners to link global understanding with opportunities for leadership in their home community.

Develop a personal leadership mission statement
- Enables learners to incorporate core values and personal leadership philosophy into a mission statement.
- Enables learners to frame their work as a leader in a specific direction, unique to the learner's individual core values and leadership goals.

Assigned reading: **Katsioloudes, V. & Cannonier, N.** *Investing in Critical Leadership Development with Undergraduate Students: A qualitative examination of a semester-long internship.*

<u>Professionalism + Work Ethic</u>

Develop an elevator pitch
- Enables learners to specify outcomes of their internship experience in a succinct way.
- Enables learners to successfully articulate their experience within a time constraint.

Assess your personal work ethic
- Enables learners to identify shifts in their personal work ethic throughout their internship.
- Allows learners to review cultural differences and impact of global learning on their personal work ethic and professional trajectory.

Integrate global experience into professional pathway
- Enables learners to identify ways to integrate global learning outcomes into their selected professional career.
- Facilitates application of internship experience to future career opportunities by requiring learners to update their resume to reflect their internship experience.

Assigned reading: **Bowen, T.** *Becoming professional: Examining how WIL students learn to construct and perform their professional identities.*

Reflection

Culture at work reflection
- Enables learners to reflect on cultural values that may have shifted or changed as a result of their global internship.
- Encourages learners to identify specific points of reference for future job interviews regarding the impact of their global internship.

Final Reflection
- Interns will submit a final paper reflecting on difficulties encountered, challenges overcome, cultural issues navigated and skills acquired during their internship for their Global Guide to review. Suggested length: 5-7 pages.

Assessment due: **Final Reflection Paper**
Assigned reading: **Mayorga, L.** *HEIs and workforce development: Helping undergraduates acquire career-readiness attributes*

Assessments

Goal-Setting Reflection	15 points
Cultural Values in the Workplace Reflection	15 points
A Day In My Life Reflection	15 points
Culture at Work Reflection	15 points
Final Reflection Paper	40 points
Total:	**100 points**

All assignments must be completed in order to pass the course. Points are awarded based on satisfactory completion of assignments. A total score of 59 or below on the outlined assessments will result in a course fail. A total score of 60 or above will result in a course pass. The student will not receive any course credit for an **unsatisfactory employer evaluation.**

Grading Scale
Final grades will be determined according to the following points scale:

For letter grades:

A	90-100
B	80-89
C	70-79
D	60-69
F	0-59

For pass/fail:

Pass	60-100
Fail	0-59

Detailed Descriptions of Learning Activity Assessments

All reflections (except the final paper) should be 3-5 pages in length, double-spaced, with Times New Roman font size 12. Reflections should incorporate references to specific examples from the associated readings, videos, and learning activities in each module. Interns should use detailed and specific examples from their internship placements to highlight critical concepts introduced in each reflection. University-level writing is expected, free of spelling and grammatical errors.

Goal-Setting Reflection
The goal-setting reflection requires interns to set SMART goals. Interns are introduced to the concept of SMART goals and are asked to set personal, professional, and intercultural learning goals during their internships. Interns pair the stated goals with action items that serve as a framework for faculty check-in throughout the term. This reflection should reference the module topics, including setting expectations for the workplace, tips for engaging technology and working remotely (if applicable), and an inventory of soft skills desired by employers according to the National Association of Colleges and Employers (NACE).

Cultural Values in the Workplace Reflection
This reflection requires interns to categorize cultural values using Hofstede's cultural dimensions. Interns analyze scaled pairs and indicate where their cultural values in the workplace fall on the scale. Interns consider how cultural values will impact their internship as well as the professional goals they've set for the internship.

A Day in My Life Reflection
This reflection requires interns to reflect on their first week in the internship. Interns complete the reflection after reviewing topics related to time management and prioritization, including theories of motivation. The reflection encourages interns to revisit their goals and conceptualize how they've actively made an effort to achieve the goals.

Culture at Work Reflection

After navigating topics related to diversity, equity, and inclusion as well as cross-cultural collaboration in workplace environments, interns revisit Hofstede's cultural dimensions with newfound experiential knowledge and complete a new scale inventory and a reflection on how the cultural scales have changed during their time in the internship.

Final Reflection Paper

This paper should be 8-10 pages in length. The final reflection paper should address the following critical reflection questions as outlined below, but should do so in a synthesized way, with a clear introduction, summary of main themes, and closing. Cite sources as needed.

- How did goal-setting shape your experience? What goals did you achieve? How did you achieve them? What goals did you struggle to achieve? Why?

- What did you accomplish as an intern? What were the main outcomes of your time at the international organization? What new skills did you earn?

- What does innovation look like in your international organization? What does innovation mean to the specific workplace culture?

- Tell us about a time you practiced collaboration or teamwork. What was the situation? How did you collaborate meaningfully across cultures?

- How would you define culture? How would you describe the workplace culture of your international organization?

- How has your definition of leadership evolved over your internship? How will your internship impact your personal leadership vision and values?

- Review the feedback provided by your employer throughout your internship. What have you learned about your strengths? Where are your opportunities for growth?

- If you are speaking about this internship experience to a future employer, what elements would you highlight? Use the 4H method to frame your response.

Accessibility and Accommodations

Students with accessibility and accommodation needs are encouraged to contact the accessibility center on their campus before the start of the program and request accommodations. If you have documented disabilities, you are eligible for ADA accommodations if they meet the conditions of Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990. You must self-identify yourself and provide appropriate written documentation of your disability. If you qualify for services, you should work closely with your institution and your API Program Manager to determine potential accommodations afforded to participate in the academic programs and services.

Information provided is treated as confidential and is not released to anyone without your prior consent. Please contact your API Program Manager with any further inquiry.

Academic Integrity Statement
As a member of an academic community, you are expected to adhere to an academic code of conduct and not engage in plagiarism, cheating, falsifying information or records, or any other such activity. Failure to adhere to this code of conduct will result in sanctions and/or disciplinary action up to and including dismissal from the program.

Diversity, Equity, and Inclusion
Recognizing and appreciating the diverse identities, experiences, perspectives, and abilities, we commit to enriching academic experiences through the advancement of diversity, equity, inclusion, and access. API demonstrates its commitment to inclusiveness by providing affordable and accessible programs, offering individualized support, and conducting ongoing diversity education and training for all API staff. No matter who you are or where you come from, API will support you during your experiential learning journey. Learn more about our practices HERE.

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