

Assessment Case Studies: Programs for Developing Graduate Students' Intercultural Competence.

Supplemental Document. Case Two: Strategic Management and Intellectual Property Rights (SMIPRP).

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Table 1.
Analytical Codebook

Code	Definition
Intragroup Interaction Challenges and Obstacles	Experience and Challenges of Member Interactions within a Diversity Group.
Problem-Solving Approaches	Member Responses to Challenges and Obstacles from Interpersonal Interactive Experience: Collaborative Approaches and Conflict Resolution Approaches.
Reflection and Learning	Influences of one's interaction experience.

Table 2.
Sample Results: Intragroup Interaction Challenges and Obstacles

Code	Data
Symbolic Barriers	I am a muslim, and I even am wearing hijab. So there are certain limitations in terms of physical contacts (P5)... I already have seen in this group people with for example halal and non-halal, and all these kinds of things (p9). ...Grouping people from this region and this region in the dormitory. For example, because (PARTICIPANT) was in this room, next door put a boy from (COUNTRY). Almost creating a bloc. We need that diversity to be there physically(P6)...
Interpersonal Barriers	...I don't know how it happened, but one point we had one person as a leader, then another was a leader. I am not sure if it was through a selection or a moment time, and that we were not prepared to choose a leader among ourselves. When we were prepared to choose a leader, we did not want to step on each other's toes. So as you put it, a leader of the group is very important in any groups(P6)... ...the relationship we emphasized that. But in our practical real life in Japan, that has not realized. And I think we failed on that (P7)...

	<p>...What I felt was that the new coming group will also have its own highs and lows by coming here for the first time(P9)...</p> <p>By nature irrespective of countries we come from, individuals stay different about different things. Some are fast talkers, some are not (P7)...</p>
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Table 3.

Sample Results: Problem-Solving Approaches

Code	Data
Symbolic Barriers	<p>...communication to others...If we have a problem we should really talk to each other(p5)...</p> <p>...What worked for us about diversity, the key, is individual to be a keen listener...One has to be patient and strive to understand the colleagues...Some of our reactions put out is understanding. Understanding is also a result of listening others(P7)...</p>
Common Activities to Build Collaborative Relationships	<p>...Going to Japanese Onsen. That is what I did with (PARTICIPANT) and (PARTICIPANT). So there is no issue of diversity (p7)...</p> <p>...One example is assignments. I like the idea of our last assignments to put us in groups. Sit together, and work on the assignments(P2)...</p> <p>...we did in the beginning, Cultural Orientation, to talk about norms and how to tackle the diversity problem was very good(P2)...</p> <p>...the program managed to bring 9 different seasoned Customs Officers from 9 different countries. They have brought so much experience with them (P9)...</p>

Table 4.

Sample Results: Reflection and Learning

Code	Data
Group Members' Tolerance	<p>...We have to tolerate, and be sensitive to other people's way...So other people have to be sensitive about it, but at the same time, I am really being tolerant about it, and accepting is the keys (P5)...</p> <p>...like tolerate the difference. Once you tolerate the difference, then you enjoy(p6)...</p> <p>...everybody should be tolerant..(P2)</p>
Leadership for Managing Diversity	<p>...having a leader is important in managing a lot of people from different cultures. If we can have a leader from a group who can effectively connect everyone would be great (p5) ...</p> <p>...Other aspect is having very good representative is very important. That creates the link between the group...It is</p>

	<p>also important to have very strong leader who not only communicate well but also understand the needs of the group(P9)...</p> <p>...a leader should have a reserved personality, maybe most reserved, so it has the effects the whole group at the end of the day to the extent that when we choose the first leader (p6)...</p> <p>...It is usually a dimension of group leader, because a group leader has a responsibility of breaking down some barriers of interactions of people. He or she would be the center that connects the entire different aspects of the group...It is usually a dimension of group leader, because a group leader has a responsibility of breaking down some barriers of interactions of people (P7)...</p>
Recognizing Importance of Member Collaboration and Cooperation	<p>...what is more important as a group is to put certain things behind, and work as a group and always to be there to help each other out. Don't take it as competition(P9)...</p> <p>...If you leave the everything to individuals and do the assignments individually, go to the classes and go back to the dormitory, it is the same routine everyday (P2)...</p> <p>...From the beginning, the team relationship should be emphasized...If we reflect on the first day to emphasize a group value, we emphasized the issue of team and group work (P7)...</p>

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