

Finish paper requirements
WILLAMETTE UNIVERSITY MBA
Atkinson Graduate School of Management

Course number: GSM-754

Term and year: Ongoing

Course title: Internships for Management (1 credits)

General course description: *Internship III* is for students participating in their third semester of internship with the same employer and position.

Internship III requires students to complete a work experience of at least 45 hours, check in with the “Contributing Assistant Professor for Internships and Projects” every month, write a position plan, write a final paper and participate in a final meeting with the “Contributing Assistant Professor for Internships and Projects.”

Prerequisite: Registration for *Internship III* requires official approval from the “Contributing Assistant Professor for Internships and Projects,” successful completion GSM 750 and 753, completion of a at least 36 credits of the curriculum, good standing, and a cumulative Atkinson grade point average of 3.00 or higher.

Course registration: The course instructor approves registration in GSM-754. To warrant registration, the student’s internship proposal (submitted via email) must demonstrate the additional project/work that the student will undertake and how it builds on the work and learning of GSM-753. GSM 754 is a one credit course. Approval to register conveys that the student’s internship is credit-*eligible*. Actual credit is awarded based on fulfillment of all course requirements.

Instructor:

- Name: Susan Long
- email: slong@willamette.edu
- Cell phone: (503) 929-1354

Time/Place: Any classroom settings in preparation for undertaking the internship will be announced; the employer designates the internship location.

Office hours: By appointment

Required text: None

Important notes for international students: Attention to these considerations is important to ensuring the continuity of the student’s visa.

1. **Start dates cannot be promised to an employer before securing CPT (curricular practical training) authorization:** Immediately upon receiving

approval to register for GSM-754, international students must obtain authorization from Willamette University's Office of International Education in order to actually undertake paid internship work in the U.S. Please contact Chris Andresen, Associate Director, at candrese@willamette.edu or (503) 375-5404 to initiate this approval process, which can require two weeks to complete. An internship can only begin *after* approval is obtained. *Thus, no firm commitments to an employer regarding a start date should be given until CPT authorization is secured.*

2. **Drops and extensions are not possible:** Once registered for GSM-754, international students may not drop the course. This is a by-product of the CPT approval process, which authorizes non-campus paid work only in the context of an educational pursuit (e.g., an internship). Nor can a paid internship's end date be extended beyond the date that was submitted to gain CPT authorization. Thus, an international student should work closely, upfront, with his or her hiring manager to identify the internship's outside end date for CPT approval purposes in that it cannot be exceeded.

Course description: This course provides students the opportunity to build upon work completed during GSM 750 and 753 in a third semester of internship with the same company/function as *Internship I and II*. Students will also undertake professional level employment that applies and leverages their AGSM studies and supports their career objectives while earning credit toward their degree.

Course outcomes: Upon successful completion of the course:

1. You will have continued your learning by applying your AGSM studies to the conduct of your internship and, specifically, to the production of professional level deliverables appropriate to your workgroup's function and your position.
2. **You will have continued your learning by building upon the work of your first two internship experience by going further into depth in a project and gaining a deeper understanding of your function within the company, the company within the industry, and the industry within the economy.**
3. You will acquire experience in collaborating with a direct supervisor or manager through:
 - a. Co-development of your position plan
 - b. Joint, periodic review of your progress against your plan's expectations
 - c. Requesting and receiving feedback on your performance
4. You will have had the opportunity to strengthen your professional skills in these areas:
 - a. Goal-setting
 - b. Time management
 - c. Communication
 - d. Teamwork
 - e. Managing up
 - f. Utilization of feedback
5. You will strengthen your ability to observe and productively critique the functioning of workgroups, peers and managers in any organization of which you

are a part so that you yourself can increase your effectiveness within any future workgroup of which you are a part.

6. You will gain self-awareness based on the feedback of others and on your own self-assessment.

Course evaluation:

Evaluation components are as follows:

(See section entitled "Evaluation components" for detail.)

Position Plan creation	20%
Professional deliverables	25%
Progress updates	20%
Summary paper	20%
Completion of AGSM self-assessment form and one-on-one meeting to receive instructor's feedback	15%

Grading:

Pass ("B" level work)
or **No Pass**; see
comments below.

In this internship course, "B" level work (3.00) or above is required to pass. A final grade will be derived based on your performance in each course requirement, which is then multiplied by the weight it carries. A hypothetical situation might be as follows:

- The position plan, worth 20% of the grade, earns an A- (A- = 3.70 per the Atkinson Student Handbook) or .74 points (.20 x 3.70).
- Professional deliverables, worth 25% of the grade, earn a B- (2.70) or .675 points.
- Progress updates, worth 20% of the grade, earn an F (0.00) or 0 points.
- The summary paper, worth 20% of the grade, earns an A- (3.70) or .74 points.
- The fulfillment of the self evaluation and de-brief with your instructor, worth 15% of the grade, earn an A (4.00) or .6 points.

In this hypothetical case, all points added together produce 2.755 which constitutes a B-grade (2.7-2.99) or a failing grade. This could have easily gone the other way with timely attention to each and every element.

Evaluation components:

Position Plan creation

Goal: to create clarity regarding the objective, strategies and tactics of your internship and to provide an unambiguous context for the evaluation of your results by both your employer and your instructor.

Weight: 20%

Requirements:

- Proactively initiate a discussion of this element with your employer if it is not first raised to you.
- Ideally, you will co-develop a position plan with your manager or supervisor. If you alone are responsible for it, develop your plan based on internal discussions and interviews in your workplace. Make sure that you gain the agreement for the plan you develop with your immediate manager or supervisor as well as with your instructor.
- Your position plan should specify:

- name of your position
 - **the additional objective for your position beyond your GSM750 objectives**
 - Ensure that its statement is in terms of that which you can fulfill in the course of the internship.
 - For example, an objective such as “increased sales” should only be formulated if that, in fact, is what your internship will be measured on.
 - **Explanation of how you will grow in your position, for example additional responsibility, new component requiring additional skills or opportunity for further understanding of the organization and its role in the industry and the industry in the economy.**
 - if appropriate, individual components, i.e., goals, which, achieved, aggregate to the fulfillment of the objective statement.
 - strategies which, executed, lead to the achievement of each goal (if you have stated goals) or, if not, to the achievement of the overall objective. Your strategies will reflect what you and your manager expect you to actually deliver in support of the objective.
 - tactics which you expect to produce as a function of each of your strategies. Tactics are the basic action steps which enable your successful strategies.
- NOTE: If desired, it may be helpful to develop a matrix of the objectives, strategies and tactics that emanate from your position plan’s objective. This will also serve as an excellent tool when describing your completed internship to prospective employers.
- Review your position plan with your instructor, ideally, before commencing your internship although collaborating with your direct manager may not be possible until the first week of your employment.

Professional deliverables

Goal: to contribute at a high level to the workgroup of which you are a part by producing quality business outputs in alignment with the expectations set forth in your position plan.

Weight: 25%

Requirements:

- Have set your sights, reflected in your position plan, on a substantive, meaningful objective, supporting strategies and supporting tactics. This structure dictates your deliverables.
- Deliverables can include various forms of communication, plans, reports, summaries, web-based outputs and presentations.
- Seize the initiative in defining these if your manager is not proactive in spending time with you to co-define them.
- Unless company-proprietary, duplicates of these deliverables should be retained as exhibits for your final summary paper.

Progress updates with instructor and with manager

Goal: to effectively manage the time and effort required to fulfill your position plan and to capture feedback that can enhance your work.

Weight: 20%

Requirements vis a vis your instructor:

- Each week, develop your objectives for that week, i.e., given the deliverables in your position plan, what do you expect to accomplish towards them that week?
- At the end of the week, document your results against the week's objectives.
- **Combine the months together and submit your results for the period immediately upon conclusion of the month in one (1) e-mail to your instructor.**
- Also include your goals for the coming month in the update.
- Be sure to clearly identify the month covered by the update.
- Be prepared to respond promptly to follow-up questions or observations sent back by your instructor including where you can be reached for a one-on-one phone conversation if requested.

Requirements vis a vis your manager:

- At the beginning of your internship, ask to have a final professional evaluation of your work during the internship. Also, schedule in advance at least one other, periodic one-on-one meetings with your manager to receive feedback on your performance and co-evaluate progress against your position plan. Prepare questions and request specific feedback. I also will remind your manager in an email and during the site visit that we would like each intern to receive a professional evaluation.
- Report on this meeting in the weeks in which they occur, when submitting your bi-weekly report to your instructor. If you have not been able to secure these meetings, explain why. Make every effort to secure these meetings.

Summary written paper

Goal: to capture, internalize and convey what you have learned from your job experience.

Weight: 20%

Requirements:

- 20% of content: summary of deliverables
 - o brief summary of your position, responsibilities and expected deliverables (include your position plan as an exhibit in an additional page)
 - o summary of your actual deliverables vis a vis the goals set out in your position plan. (Include duplicates of major deliverables as exhibits in additional pages.)
- 50% of content: critique of the role of your function within the company, the company within the industry, and the industry within the economy.
 - o How does your role support the mission of the department? How does the department support the organization?
 - o What industry is the organization in? What is the relative position of the company within the industry?
 - o Who are the key players in the industry and what impact do they have on your organization, for example, who are the major competitors, suppliers, and regulators? Does the company have key partners? How do they interact? Who has more power in the industry?

- How does the economy affect the organization? Does it affect your department and its operations?
- **Based on how the organization deals with sustainability, ethics, social responsibility, values-based leadership, diversity management, or green design, how do you think the organization could make more of an impact in this area?**
- **How would you, as a change leader, make your department stronger within the organization or the organization stronger within the industry?**
- **What recommendations would you make, as a change leader, for the organization to make a bigger impact on sustainability, ethics, social responsibility, values-based leadership, diversity management, or green design?**
- 30% of content: your assessment of your learning. Discuss at least one key item of learning you take away from this work experience; you may have more but keep it essential and develop it well.
 - Weave in the relationship between what you learned and what you went in knowing based on your AGSM studies past and present. An internship only earns credit if it builds on your graduate work to date.
 - How will you apply the learning you describe to your next position?
- Utilize exhibits and/or attachments that, in additional pages, support the content – e.g., your position plan, duplicates or your major deliverables, your hours. Your exhibits and attachments must be intelligently referenced and explained in your narrative.
- A table of contents, of course, is required.

One-on-one meeting(s) with your instructor and completion of self-assessment form at conclusion of your internship.

Goal: To receive feedback from your instructor and to assess your experience for the benefit of yourself and AGSM.

Weight: 15%

Requirements:

- Review your deliverables to your employer with your instructor.
- Summarize your experience in the organization and your project for the department
- Meet with your instructor to receive feedback on her experience of your three term internship
 - planning and organization in orchestrating the start of your internship and ensuring the development of a high quality position plan
 - quality and timeliness of progress reports
 - productivity as demonstrated by the number and relevance of your job deliverables
 - dependability in meeting her needs for one-on-one contact when necessary
 - initiative in ensuring the kind and quantity of contacts with your manager that allow you to enhance your contribution at work
 - flexibility in adapting to changing or unexpected circumstances

- Complete the on-line Internship Self-Assessment tool after concluding your internship. Your internship manager or supervisor will complete his or her own assessment of your internship.

Course calendar: *see “evaluation components” to ensure adherence to content and format requirements for submissions.*

- Submission of position plan: via WISE to your instructor within two weeks of internship’s commencement, or, earlier.
- Monthly progress reports: provide your first report via WISE to your instructor the last day of the month you begin your internship and continue on the last day of each subsequent month, for example: January 31, February 28, March 31, April 30
- Summary paper: due in via WISE and including attachments and exhibits as follows:
 - In the case of an internship conducted over the Summer, the final paper is due on the first day of Fall term.
 - In the case of an internship conducted during Fall term or Spring term, the final paper is due during the last week of that same term or at your final meeting with your instructor. Your instructor will communicate the exact date.
- One-on-one meetings with your instructor: at a minimum, beginning of term and end-of-term one-on-one meetings are required. Please schedule with instructor upon notification.
- Completion of AGSM self-assessment form: on-line, on the Internwatch site at <http://agsm.willamette.edu/internwatch/> upon completion of your internship and no later than the due date of your final paper.

Caveat: This syllabus provides a general plan for the course. Deviations may be necessary.