WILLAMETTE UNIVERSITY MBA
Atkinson Graduate School of Management

Course number: GSM-753
Term and year: Ongoing

Course title: Internships for Management (2 credits)

General course description: Internship II is for students participating in their second semester of internship with the same employer and function.

Internship II requires students to complete a significant work experience of at least 90 hours, check in with the “Contributing Assistant Professor for Internships and Projects” at least once per 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 II requires official approval from the “Contributing Assistant Professor for Internships and Projects,” successful completion of GSM-750, good standing, and a cumulative Atkinson grade point average of 3.00 or higher.

Course registration: The course instructor approves registration in GSM-753. To warrant registration, the student’s internship proposal should be submitted via email which explains the project/work that the student will undertake and how it builds on the work and learning of GSM-750. 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-753, international students must obtain authorization
from Willamette University's Office of International Education 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-753, 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 undertake professional level employment that applies and leverages their AGSM studies and supports their career objectives while earning credit toward your 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 internship experience by going further into depth in a project and gaining a deeper understanding of the organization/department and how it interacts with other departments outside organizations.**
3. 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
4. You will strengthen your ability to observe and productively critique the functioning of workgroups, peers and managers and 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.
5. 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.)*

**Grading:**
*Pass (“B” level work) or No Pass; see comments below.*
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%

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 explain how you will grow in your position and to create clarity regarding the additional work objective, and 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 department and its role in the company.
- 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
  - brief summary of your position, responsibilities and expected deliverables (include your position plan as an exhibit in an additional page)
  - 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 function within which you worked, using experiences from your first year
  - analyze the way in which your experience in this company parallels or differs from what you learned in the classroom about this function
  - learn about and comment on the integration and interrelation of various business disciplines on the job you are doing or the department which you work in. For example, how do human relations, finance, statistics, marketing or other functional areas affect the project or department operations
    - how does the department interact with other departments in the organization?
    - how does your specific project synthesize or use various business disciplines?
    - what tensions have you observed between these various functional areas and how are they resolved in your project or the organization?
    - Are you surprised by any of these tensions or resultant decisions?
  - **Now that you have been with this organization for about 6 months, have you noticed an additional ways in which the organization makes attempts at or responds to issues such as sustainability, ethics, social responsibility,**
values-based leadership, diversity management, or green design? Can you compare how the organization deals with such issues in relation to what you have been taught about dealing with such issues in your coursework?

- 30% of content: your assessment of your learning. Discuss at least one new key item of learning you take away from this continued work experience; you may have more but keep it essential and well developed.
  - Weave in the relationship between what you learned and what you went in knowing based on your A.G.S.M. 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 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 work experience
- 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 at the end of each month of your internship for example: September 30, October 31, November 30.
- Summary paper: due 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.