

**WILLAMETTE UNIVERSITY MBA**  
**Atkinson Graduate School of Management**  
**GSM7251, Internships for Management I (3 credits)**  
**Fall 2020**

**Instructor:**

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**Learning Outcomes:**

The objective of the Internships for Management I course is for the student to build upon learning from the AGSM coursework in work experience relevant to career goals. The student will utilize skills including setting goals, strategies, action steps and metrics.

The course has the following learning outcomes:

- ✓ Demonstrate and apply core knowledge
- ✓ Exhibit integrative thinking by asking relevant questions and incorporating knowledge of multiple management functions
- ✓ Function effectively in a team environment
- ✓ Communicate persuasively both verbally and in writing and strengthen communication skills with all levels of staff and management
- ✓ Enhance personal and professional growth and behavior including time management, utilization of management feedback, networking, and presentation to senior management

**Course Overview:**

This course is intended for students participating in their first semester of an internship with an employer. It provides students the opportunity to undertake professional level employment that applies and leverages AGSM core and elective courses and supports students' career objectives while earning credits toward the MBA degree.

Upon registering for GSM 7251 each student will be assigned a Faculty Internship Advisor (FIA) by the Director of Career Management. Internship students will interact closely with their FIA who will serve as their advisor and mentor for the term with the goal of maximizing personal and professional development from the internship experience. The FIA represents the University and builds a relationship with the employer during the course of a mid-term organization visit and may advocate for the student if necessary. The student may work with the FIA or other faculty when seeking specific technical advice such as finance, marketing, data analysis, etc.

Coursework is designed to clarify goals, strategy, action steps, and metrics, to maximize integration of material, and to aid the student in communication of the implementation of their plan with the employer. This assures that the projects are completed on time and meet expectations of the employer and sets the

student up for success in their career. The coursework includes a position plan, progress updates, mid-term paper, and final paper. A sampling of professional deliverables is required to be shared with the FIA.

The employer will be asked to perform a face-to-face performance review of the student and both the student and the employer will complete an online evaluation during the last week of work. During a final meeting with the FIA, the online evaluations will be reviewed and discussed to maximize learning from the internship.

All AGSM ECCC students in good standing with regard to both academic and professional standards, have a cumulative AGSM GPA of 3.0 or higher, and have completed at least 24 credits of the first-year curriculum are eligible to register for the course. Registration for the course requires the students to have an internship offer and successful completion of any prior internship. All requests for registration must be approved by the Director of Career Management.

Internships for Management I is intended for students in their first semester of an internship. This course may be taken a second semester if the student has a new internship with a new employer and meets all the other requirements. This course serves as a prerequisite for Internships for Management II (2 credits) and Internships for Management III (1 credit). Taking the three courses together will enable the student to work for a single employer for a maximum of a year and gain a maximum of six credits of Internships for Management combined to fulfill graduation requirements.

Students interested in registering for GSM 7251 should submit their internship proposal via the website <http://agsm.willamette.edu/internwatch/> and schedule an appointment with the Director of Career Management. The Director meets with each student individually to evaluate the proposal and approves all applications that meet the following criteria.

*Criteria for Approval:*

- ✓ Minimum of eight weeks and a minimum of 135 hours.
- ✓ Apply and leverage MBA coursework
- ✓ An opportunity for the student to solve an organizational or departmental problem
- ✓ Project-based and which will lead to two to three accomplishment statements
- ✓ An opportunity to interface with upper management
- ✓ An established organization (public, private or not-for-profit)
- ✓ Internships located in the workplace are preferred but remote internships can be approved to follow required social distancing guidelines with a detailed communication plan for success

*As per US Laws, all international students must obtain authorization to work off campus in the United States.* Students with an F-1 visa may apply for Curricular Practical Training (CPT is a temporary employment authorization that allows an F-1 student to gain practical experience through an internship) authorization from the Willamette University Office of International Education (OIE) after registering for the Internships for Management course. International students applying for a CPT must provide a signed letter from the internship employer with details of the location of employment, number of hours to be worked per week, name of the direct supervisor and specific start and end dates of employment. The end date of the internship may not be later than the end of the term. Processing CPT authorization typically takes two weeks from the date the OIE receives the CPT application and a notification of registration for the

Internships for Management course. Because processing times may vary, the student should not promise the employer a specific start date without considering AGSM and OIE processing times. Students with a J-1 visa may request authorization from their sponsor (which in some cases will be Willamette University) for AT (Academic Training For specific CPT application instructions, visit MY FOLDER at <http://willamette.edu/offices/oie/intl/>).

**Grading:**

This course is Pass/No Pass. Pass “B” (80% or above) or No Pass (Below 80%). All due dates will be assigned by the FIA (See Appendix A) during the initial meeting based on the start and end date of the internship. Late work will not be accepted, therefore, the student should communicate with his/her FIA if a date needs to be changed. Course grade will be based on the following components:

<b>Assignment</b>	<b>Due Date</b>	<b>Weight</b>
Position Plan	Within the first two weeks of internship as assigned by FIA	20%
Progress Update 1 & 2	As assigned by FIA	20%
Mid-Term Paper	As assigned by FIA	15%
Professional Deliverables	Included with progress updates and with final paper	15%
Final Written Paper	At the end of the internship as assigned by FIA	20%
Final Online Assessments and Meeting with FIA	At the end of the internship as assigned by FIA	10%

**Accommodations for Students with Disabilities:**

Any student eligible for, and requesting, academic accommodation due to a disability is requested to contact the Willamette University Disability Services Office at 503-370-6471 (Bishop Wellness Center; <http://www.willamette.edu/dept/disability/>) to obtain a *Letter of Academic Accommodations* and provide it to the FIA within the first two to three weeks of the start of the internship.

## **Assignments:**

### **1. Position Plan (20% weight in the overall grade)**

The goal of the position plan is to create goals for the internship project(s), develop strategies for achievement of the goals, and set up specific action steps with a timeline to ensure the goal will be achieved. Most internships have two to three projects which all should be included in the position plan. These project plans should provide a clear context for the evaluation of the project by the intern, employer and FIA. The position plan should be uploaded on WISE so the FIA can review it. The FIA may ask for revisions to ensure the position plan will be a good working plan for the internship.

At the beginning of the internship, the student should discuss the internship and project goals with the employer assuring that expectations of the employer are included in the position plan. The student should also request the employer perform a performance review of the student and schedule in advance at least one other periodic one-on-one meeting with the manager to receive feedback on performance and co-evaluate progress on each project against the position plan.

**For remote internships, a communication plan must be included as one of the projects. Questions to be addressed should include:** what training is provided in terms of job content and company specific processes? What will communication look like in terms of platform and frequency? What is the supervisor's expectations regarding progress updates? What other information does the intern need to communicate and in what intervals? For example: will the intern attend weekly team meetings? etc

The position plan includes the following for each project:

- ✓ ***Project Title and Description***
- ✓ ***Goals:*** There should be at least one goal for each project. There can be more than one goal for each project. Use **SMART** goals (specific, measurable, actionable, realistic, and timely).
- ✓ ***Strategies:*** Strategies are the approach, direction or method to take to complete the action steps and goals. For example, a strategy to secure an internship might have been to focus on applying with large companies in Oregon first combined with networking with alumni at those organizations.
- ✓ ***Action Steps:*** What steps need to be taken to accomplish the strategies and goals? A weekly timeline is required to keep track for achieving each goal.
- ✓ ***Metrics:*** How will the employer measure that the goal is accomplished?

**NOTE:** It will be helpful to develop a matrix of the projects, goals, strategies and action steps that emanate from the position plan. This will also serve as an excellent tool when describing the completed internship to prospective employers.

## **2. Progress Updates 1 and 2 (20% weight in the overall grade)**

The goal of each progress update is to communicate progress on the projects with the FIA and the employer. Action steps are important for the student to stay on track and manage their time in order to achieve goals. Two updates are required for the term and due dates will be assigned by the FIA. Progress Update 1 will be at approximately the end of the first quarter of the internship and Progress Update 2 will be at the end of the third quarter of the internship. Both updates and associated deliverables should be uploaded in WISE. Follow the schedule set forth by the FIA. Each progress update should at minimum include the following:

- ✓ Report on what action steps were to be completed by the date of the progress update.
- ✓ Explain what action steps were actually completed and describe them.
- ✓ Explain what action steps were not completed and why.
- ✓ Estimate when action steps that are not yet completed will be completed.
- ✓ Report on meetings with the employer when submitting progress updates to FIA.
- ✓ Include all associated deliverables with each update.

## **3. Mid-Term Written Paper (15% weight in the overall grade)**

The mid-term paper includes a SWOT analysis and recommendations. The goal is to critique the function, workgroup, or department where the internship takes place. Knowledge gained from AGSM coursework is to be integrated into this analysis and recommendations for the organization. The mid-term paper should be submitted via WISE.

**The mid-term paper includes the following elements:**

**A) *SWOT analysis:*** (Using the SWOT analysis matrix in Appendix B)

Identify the strengths, weaknesses, opportunities, and threats of the workgroup, or department. The following factors are examples of areas that can be observed and included in this analysis:

- Goals and objectives
- Culture
- Structure
- Financial resources
- Interface among functions
- Economic conditions
- Market conditions
- Technology innovations
- Legal issues
- Political issues
- Natural resources
- Ethics

**B) *Recommendations:***

- 1) Formulate at least 3 recommendations that address issues identified in the SWOT analysis. The recommendations should be specific.
- 2) Each recommendation must include a discussion of the concepts/models learned in classes that helped in your SWOT analysis and resulting recommendations.

Point Distribution

	Possible Points
SWOT	9
Recommendation #1	2
Recommendation #2	2
Recommendation #3	2
Total	15

#### **4. Professional Deliverables (15% weight in the overall grade)**

A sampling of deliverables should be uploaded in WISE in the professional deliverables folder at the same time as each progress update is submitted. All Professional Deliverables are due at end of internship as assigned by the FIA. The goal is to share with the FIA the intern's contributions to the employer as set forth in the position plan. Some examples of deliverables are:

- ✓ Communications with employer such as plans, reports, summaries, power points
- ✓ Web-based outputs and presentations
- ✓ Excel spreadsheets
- ✓ A virtual WebEx meeting, including the FIA and employer that is initiated and run by the intern can be counted toward deliverables per FIA approval.

*Organization Proprietary Information:* Should the employer deem the deliverable to include organization proprietary information, the intern must discuss this with the FIA and determine an alternative way to share the deliverable such as viewing them during the mid-term organization visit with the employer or via WebEx.

## 5. Final Written Paper (20% weight in the overall grade)

The goal of the final written paper is to convey learnings from the internship and demonstrate the integration of coursework knowledge with the real-world experience. Paper should be between two and five pages and uploaded to WISE for grading. Pages in final written paper should be numbered and include the following sections:

- ✓ **Overview of Internship:** Do a brief summary of the position, responsibilities, and deliverables. Explain how the deliverables relate to the goals set out in the position plan.
- ✓ **Integration of Classes:** Copy and paste the Final Matrix found in Appendix C. Illustrate how the core AGSM disciplines and the electives you took relate to the internship. Then in paragraph form, be sure to integrate specific courses and how the concepts covered in the courses are impacting your internship. Indicate any on the job learning that happened as well.
- ✓ **Assessment of Learning:** The assessment should identify and discuss at least two key items of learning from this internship experience integrating what was learned on the job and knowledge that was gained from AGSM coursework. Address both of the following areas:
  - 1) Personal, professional, or career development
  - 2) Pick one environmental issue facing the organization such as social responsibility, ethics, sustainability, values based leadership, diversity management, or green design.
- ✓ **Required Exhibits:**
  - Completed Final Matrix (See Appendix C for a Template)
  - Updated resume with accomplishments during the internship uploaded to Handshake; refer to the Willamette MBA resume template and PAR Worksheet as you revise your resume
  - Updated LinkedIn profile

### Point Distribution

	Possible Points
Overview of Internship	4
Matrix	1
Integration of Classes	5
Assessment of Learning (4 pts each)	8
Resume	1
LinkedIn	1
Total	20

## 6. Final Evaluations and Meeting with FIA: (10% weight in the overall grade)

At the end of the internship, the student should schedule a one-on-one meeting with the FIA and complete a self-evaluation form on Internwatch (<https://agsm.willamette.edu/internwatch>) before the final meeting (form name is *InternEval*). The employer will also be asked to complete an employer evaluation on Internwatch. The goal of the final meeting with the FIA is to review and discuss the internship as a whole including deliverables and learning assessment. The FIA will also compare and discuss the two online evaluations at this final meeting. This is a valuable tool for the intern's personal and professional development.

### **Expectations of Professional Behavior:**

All Willamette MBA students are expected to conduct themselves ethically with integrity and professionalism in all aspects of their education and interactions with peers, faculty, staff, colleagues and guests. Student academic and professional behavior is governed by the Atkinson School Honor Code, Willamette University Student Rights & Responsibilities and Willamette University Selected Policies and applicable laws and regulations. As an intern at an employer location, the student is a representative of Willamette University and as such is expected to exemplify the same professional behavior in all his/her interactions with the internship employer. Here are a few specific suggestions for professional behavior for students on internship.

- ✓ Represent self and facts honestly at all times;
- ✓ Respect the personal and property rights of all members of the community
- ✓ Choose behaviors that represent the best professional self in all interactions
- ✓ Accept accountability for professional and personal actions
- ✓ Recognize and learn from personal mistakes
- ✓ Maintain professional behavior under stress
- ✓ Take initiative, meet commitments and responsibilities, and seek help when assistance is needed
- ✓ Communicate with courtesy and respect
- ✓ Contribute to group and team process
- ✓ Represent self and the Atkinson school professionally at all events at your internship employer
- ✓ Use electronic devices appropriately
- ✓ Dress appropriately
- ✓ Use social networking sites responsibly and effectively

For more details of the Expectations of Academic and Professional Behavior please see:  
[https://willamette.edu/mba/students/student-handbook/early\\_career\\_career\\_change/2015/behavior.html](https://willamette.edu/mba/students/student-handbook/early_career_career_change/2015/behavior.html)

## **Appendix A**

**Internships for Management I (3 credits) - GSM 7251**  
**Willamette University MBA**  
**Atkinson Graduate School of Management**

Student Name \_\_\_\_\_

Faculty Internship Advisor: \_\_\_\_\_

Email: \_\_\_\_\_

Phone: \_\_\_\_\_

Office hours by appointment at school or designated location.

**Assignment Details:** Please read the detailed instructions for each component provided in the course syllabus.

Assignments	Grade	Due Date
Position Plan	20 %	
Progress Update 1 *Include Professional Deliverables	10 %	
Mid-term paper	15 %	
Progress Update 2 *Include Professional Deliverables	10 %	
Professional Deliverables *Included with each Progress Update and Final Paper	15 %	
Final Paper *Include Professional Deliverables	20 %	
Online Self-evaluation, employer evaluation and FIA Final meeting.	10 %	
Total	100 %	

**Special Note: Late work is not acceptable.** Contact your FIA prior to the due date if any of these dates needs to be changed.

\_\_\_\_\_  
 Student Signature & Date

\_\_\_\_\_  
 Faculty Internship Advisor Signature & Date

**Appendix B**  
**SWOT Analysis Matrix**

<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	<b>Threats</b>

**Appendix C**  
**Matrix Template Final Paper**

(actual document is on WISE separately in Resources –use that!)

Illustrate how the core AGSM disciplines and the electives you took relate to the internship. Be sure to integrate specific courses and how the concepts covered in the courses are impacting your internship. Indicate any on the job learning that happened as well.

Discipline	Involvement level (high, medium, or low)	How it related
Human Resources		Describe how the discipline related to your internship
Finance & Economics		Describe how the discipline related to your internship
Accounting		Describe how the discipline related to your internship
Marketing		Describe how the discipline related to your internship
Operations		Describe how the discipline related to your internship
Data Analysis		Describe how the discipline related to your internship
Elective (write in course name)		Describe how the discipline related to your internship