

**WILLAMETTE UNIVERSITY**  
**Atkinson Graduate School of Management**

**Course number:** GSM-750

**Term and year:** Ongoing

**Course title:** Internships for Management

**Course registration:** The course instructor approves registration in GSM-750. To warrant registration, both the student's internship proposal (submitted on Internwatch at <http://agsm.willamette.edu/internwatch/>) and an information meeting with the instructor must demonstrate that the application and leverage of M.B.A. level content will occur in depth. One, two or three credits may be approved. 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 follow. 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-750, 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](mailto: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-750, 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.

3. **Three credits are minimum:** At the graduate level, three credits for internship work must be sought by international students. CPT authorization cannot be obtained for one or two. Thus, if at the conclusion of an internship the quantity and quality of work does not warrant three hours of credit, no fewer can be awarded and the student will not pass the course.

**Course description:** This course provides students the opportunity to undertake professional level employment that applies and leverages their A.G.S.M. 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 understand the importance of a position plan for your role in an organization.
  - a. You will understand its value in deploying you, a resource, in support of a workgroup's objectives.
  - b. You will appreciate its importance in keeping your efforts properly focused.
  - c. You will appreciate its importance in enabling objective evaluation of your contributions.
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:*

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

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

Position Plan creation	20%
Professional deliverables	25%
Progress updates	20%
Summary paper	20%
Completion of A.G.S.M. 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 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:
  - o name of your position
  - o the objective for your position
    - 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.

- 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 two weeks together and submit your results for the two weeks immediately upon conclusion of the two week period in one (1) e-mail to your instructor .
- Also include your goals for the coming two weeks in the update.
- Be sure to clearly identify the dates 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 two 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 these meetings 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 function within which you worked, explicitly applying first year A.G.S.M. studies as criteria.
  - o Develop a S.W.O.T. audit as follows:
    - What are the internal strengths and weaknesses of this workplace function, be it marketing, accounting, human resources, manufacturing, etc.? If you worked across functions, make your analysis a synthesis, drawing on that which most impacted you. Think of what you have experienced and/or observed in terms of these or other factors:
      - goals and objectives
      - culture
      - structure
      - financial resources
      - health in terms of the interface among functions
    - What are the external threats and/or opportunities which apply to this organization/workgroup. Think of what you have experienced and/or observed in terms of these or other factors:
      - economic conditions
      - market conditions
      - technology innovations

- legal issues
- political issues
- natural resources
- ethics
- social/cultural influences
- Select the top three to five findings of your S.W.O.T. analysis and formulate recommendations for the workplace based on these. Support the rationale for your recommendations extremely well, using your first-year studies as criteria and support. This is only for purposes of your final paper and submission to the organization itself is not required.
- To amplify once again, it is essential that you utilize content from your first-year A.G.S.M. studies in formulating your analysis and your recommendations.
- 30% of content: your assessment of your learning. Discuss at least 3 key items of learning you take away from this work experience; you may have more but keep them essential and develop each well.
  - 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(s) with your instructor; 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 A.G.S.M.

Weight: 15%

Requirements:

- Review your deliverables to your employer with your instructor.
- Meet with your instructor to receive feedback on her experience of your
  - 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: in e-mail to your instructor within two weeks of internship’s commencement, or, earlier.
- Bi-weekly progress reports: provide your first report in e-mail to your instructor within two weeks of starting your internship and every two weeks thereafter
- Summary paper: due in printed form 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, mid-term and end-of-term one-on-one meetings are required. Please schedule with Mary Stout upon notification from your instructor.
- 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.***