

# **SBB INTERNSHIP HANDBOOK**

**Science Based Business Program  
Leiden University**

**6 Feb 2018**

## Contents

<i>Part 1: Goal and Requirement</i> .....	3
Goals .....	3
Objectives .....	3
ECs.....	3
Supervisor, Mentor, and Advisor.....	4
Assignment Requirements .....	5
Business Research.....	5
Management Sessions.....	6
SBB Colloquium.....	7
Company Colloquium.....	7
<i>Part 2: Finding A Suitable Internship</i> .....	7
<i>Part 3: Getting Started: Internship Plan and Approval</i> .....	9
Internship Plan .....	9
Approval .....	10
Additional Arrangements.....	11
<i>Part 4: During Your Internship</i> .....	12
Interim Report.....	12
<i>Part 5: Finalizing Your Internship and Grading</i> .....	12
Performance Assessment .....	12
Internship Report .....	13
Business Research Report.....	15
Rounding off.....	15
Grading .....	15
Appendix 1: Defining Learning Outcomes.....	17
Appendix 2: Internship Initial Approval Forms.....	20
Appendix 3: Internship Assessment Forms .....	23
Appendix 4: Internship Grading Forms .....	28

## Part 1: Goal and Requirement

### Goals

The SBB internship has three main goals.

- The first goal is to deepen your knowledge about *science of business*. Through working at your Internship Organization, typically a company, you will gain first-hand information about how organizations function and how individuals behave within an organization. This first-hand experience will enhance your understanding of various aspects of business and management that you have learned in the classroom. In addition, you will also develop your expertise in a specialized domain: Raising an interesting and relevant business problem/research question, conducting a literature review on the subject, and reflecting on managerial or policy implications.
- The second goal pertains to *science for business*: Synthesizing your education in a scientific discipline and your training in business studies to create value for your Internship Organization and society at large. The source of added value is not limited to your disciplinary knowledge, e.g., biology, chemistry, and mathematics, but also includes analytical and problem-solving skills that you acquired in your scientific education.
- The third goal of the SBB Internship is to make you better prepared for working in an organization and to enable you to make a smooth transition from academia into a business environment. Through learning by doing, you will develop managerial and interpersonal skills which will be beneficial for your further career development, not only in industry but also in the academic setting.

### Objectives

- To put into practice and further develop your knowledge of theories and concepts learned in the classroom and enhance your understanding of how organizations function.
- To develop your expertise in a specialized domain of business studies.
- To put into practice and further develop your knowledge in a scientific discipline, as well as your analytical and problem-solving skills.
- To further develop your self-learning skills through learning by doing, learning by interacting with your colleagues, and creatively acquire new knowledge and synthesize existing knowledge for solving real-world problems.
- To get to know the particular business area and improve general business competencies.
- To find out what kinds of work and organization suit you.
- To develop your managerial and interpersonal skills for effectively and efficiently working in an organization.
- To identify and further develop your strengths, as well as identify and improve your weakness, for working in an organization.
- To discover potential job areas and expand your network for future career options.

### ECs

- The accredited study load of the SBB internship can range from 25 to 40 ECs, in increments of 5. This may be subject to constraints imposed by the MSc program you are registered in.

- The number of accredited ECs depends on the duration of the internship:
  - 3 months: 25 EC
  - 4 months: 30 EC
  - 5 months: 35 EC
  - 6 months and longer: 40 EC
- The duration of your internship and accordingly the number of registered ECs should be in line with your learning goals. Internships with more ECs are expected to demonstrate more advanced levels of skill attainment and understanding of the subject area covered by the internship. There are also different requirements for the internship assignment and Internship Report (see Part 1: Assignment Requirement and Part 5: Internship Report).
- In general, the internship will be full time, but if duly motivated, a part-time internship of correspondingly longer duration is allowed.

### Supervisor, Mentor, and Advisor

A number of persons will be involved in supporting you in the internship module, each with different roles and responsibilities.

- The Internship Supervisor
  - Your supervisor from the Internship Organization is responsible for
    - Providing you training and guidance in order to fulfill your internship responsibilities
    - Supervising your daily work at the Internship Organization
    - Supporting and helping you to find your way within the Internship Organization
    - Providing support in solving work-related issues
- The Internship Mentor
  - Lisa Fillekes, SBB Education Support Officer (Snellius 104a, +31 71 527 4551, l.fillekes@sbb.leidenuniv.nl). Her responsibilities include:
    - Providing help in your search for a suitable internship. However, finding an internship ultimately is your responsibility
    - Initial approval of your internship (see Part 3: Approval)
    - Coordinating the organization of the SBB Colloquium (Part 1: SBB Colloquium)
    - Checking your internship deliverables, e.g., Internship Plan, Interim Report, and Final Report; whether they are complete and meet the requirements
    - Providing HR and administration related support
    - Hosting walk-in hours (Thursday mornings) for answering any questions you have about the internship
- Internship Advisor
  - Jian Wang, SBB Assistant Professor (Snellius 102, +31 71 527 1067, j.wang@sbb.leidenuniv.nl). His responsibilities include
    - Final approval of your Internship Plan (see Part 3: Approval)
    - Reviewing and marking your internship (Note, one more SBB faculty member will be appointed to grade your internship independently, details in Part 5: Grading)
    - Organizing Management Sessions (See Part 1: Management Sessions)
- In general, the Internship Mentor and Advisor will not advise you or your Internship Supervisor on the actual assignment itself as this is regarded the prerogative of the Internship Supervisor.

- You and your Internship Supervisor(s) should not hesitate to contact your Internship Mentor with any questions you might have on your Internship.

### Assignment Requirements

- The internship, both the assignment and the organization, should fit your personal ambitions and career goals.
- The internship should involve business, managerial, or organizational activities, such as but not limited to business development, market research, product introduction, business analysis, performance management, clinical trial management, project management, business consulting, client support.
- As an intern you should make a well-defined, personal and assessable contribution to the Internship Organization.
- There are two general types of internship assignment:
  - **Type I assignment:** (a considerable part of) your internship assignment consists of a *project* for which you are personally responsible, i.e. a project with well-defined milestones and a clear endpoint.
  - **Type II assignment:** your internship assignment constitutes a particular *position* in the organization and consists of a series of smaller assignments and tasks, usually of increasing complexity and executed with increasing independence, for which you are personally responsible.
  - If your internship lasts for 3 or 4 months (i.e., 25 or 30 ECs), you can choose between type I and II assignments. If your internship lasts for 5 or more months (i.e., 35 or 40 ECs), then only a type I assignment is permitted.
- Preferably the internship has some relation to your scientific discipline, e.g., working with an investment bank focusing on biotech companies. Exceptions are allowed if the internship entails a high level of managerial engagement, e.g., an internship with a strategy consultancy.
- What you do in your internship should be at least equivalent to what a science master graduate does in his/her first job. However it should be explicitly stated that **SBB Interns are not allowed to sign employment contracts**. An SBB Internship is not meant as a (temporary) employment but as an internship as stated by Dutch law.

### Business Research

- During your internship you are expected to specialize and become an expert in one domain of business studies, which is of interest to you personally and preferably also to the Internship Organization.
- The first step is to be able to identify a business problem/dilemma and formulate a well-defined research question.
- The business problem/research question can be
  - Practice-driven. For example, how to design a loyalty scheme to retain customers; how to attract new customers for a particular product (i.e., what are the behavioral patterns of potential customers)? How to promote a particular product (mapping the innovation roadmap, identify stakeholder, and develop strategic plans)?
  - Theory-driven. For example, how to make teams more creative? How to balance explorative and exploitative innovation? What are the conditions for a successful entrepreneurial venture?

- The choice of the topic and business problem should be sufficiently motivated by your personal interest, as well as by your intern work. Therefore, you should discuss this with your Internship Supervisor before you start your work.
- The second step is to conduct a literature review to gain a systematic understanding of the topic.
  - Professional magazines and reports are a very useful source for identifying trendy business problems.
  - Textbooks and review papers in academic journals are helpful for gaining a systematic overview of the subject and relevant theories and perspectives for better understanding the problem, as well as analytical tools and frameworks for solving the problem.
  - Empirical research articles in academic journals can provide a deep and insightful understanding of the topic, as well as clues for developing further research for answering your research questions.
- The third step is to draw managerial or policy implications from your literature review, that is, to reflect on the knowledge that you learned from the literature and provide suggestions for better policymaking and managerial practices.
- You will write a Business Research Report, which is an obligatory component of your Internship.
- Ideally the Business Research Report should be linked to your type I assignment. It is preferred and encouraged (rather than forbidden) to have your Business Research Report overlap with your type I assignment project. You could think of the Business Research Report as a more structured literature review for better designing and executing your type I assignment.

## Management Sessions

- If your internship lasts for  $X$  months, if  $X \leq 5$  then you are obliged to attend  $X$  Management Sessions, if  $X > 5$  then you are obliged to attend 5 Management Sessions. You can attend the Management Sessions during your internship or shortly before or after your internship.
- The goals of Management Sessions are
  - To help you better understand human behavior in organizations
  - To improve your soft interpersonal and management skills
  - To discuss various problems you encounter during your internship
- Previous topics covered in Management Sessions are: effective communication, managing conflicts, managing stress, organizational structure and culture, leadership, motivations and performance. The choice of topics will be based on your suggestions and feedback.
- Management Sessions consist of: lectures, case studies, class discussions, and exchange of student experiences, as well as completing required reading and assignments before coming to the session.
- The exact date and topics of the Management Sessions will be announced on Blackboard in advance.
- Interns who do their internship abroad will not be required to attend the sessions in Leiden. Instead, they will receive additional assignments related to the topics, such as additional reading and writing additional essays.
- Under special circumstance, e.g., illness, family emergencies, other unsolvable schedule conflicts, the requirement for attending the session can be waived, but you

are required to submit additional assignments. A permission from the Internship Advisor (Jian Wang) is required beforehand.

## SBB Colloquium

- Shortly before or after finishing your internship, you should plan an SBB Colloquium. In your colloquium you should present:
  - An overview of your internship: the organization, your assignments, and reflection on your internship experience and learning outcomes. You may also include the process of finding your internship, tips & tricks on securing an internship and working effectively in an internship, and other information you consider important
- For students doing an internship abroad, who are unable to travel to The Netherlands for their colloquium, an e-colloquium will be arranged.
- Always keep in mind that your colloquium should be a learning experience for everyone in the audience, in particular SBB students who are looking for or doing an internship.
- There are fixed dates for SBB Colloquia each month (announced on Blackboard). Please email Lisa Fillekes ([l.fillekes@sbb.leidenuniv.nl](mailto:l.fillekes@sbb.leidenuniv.nl)) to sign up.
- Presentation slots per session are limited and will be assigned on first come first serve basis, so please sign up well in advance.
- To enable proper and timely announcement of your colloquium, the title and an abstract should be sent to Lisa Fillekes no later than a week before the planned date.
- Please be advised that you are also expected to announce your colloquium among fellow students so you will have an interested audience.
- Please notify Lisa Fillekes beforehand if your Internship Supervisor(s) and/or family members will be present at your colloquium.
- After your colloquium, please upload your presentation slides on Blackboard so other students can learn from your experience. To ensure that someone who did not attend the colloquium can still get a good impression of what you presented, you should add notes to your slides. The pdf of the notes pages version of your slides should be uploaded on Blackboard.
- Make sure to discuss potential confidentiality concerns about your colloquium with your Internship Supervisor.

## Company Colloquium

- In addition to the SBB Colloquium, you are also expected to do a colloquium at your Internship Organization towards the end of your internship.
- The topic of your Company Colloquium can be about your Business Research, results of your type I internship project, or the same as your SBB Colloquium. The choice of content to be presented should be decided by you and your Internship Supervisor together.
- Slides of your Company Colloquium should be incorporated as an appendix in your Internship Report (See Part 5: Internship Report).

## *Part 2: Finding A Suitable Internship*

- The process of finding an internship position is an important learning experience by itself as it requires you to:

- Think about what type of work and organization you are interested in and your personal strengths and weaknesses
- Look around and talk to people about opportunities that might suit you, thus developing your networking skills
- Apply for a position and do job interviews
- To get an idea of possible internship positions and assignments it is useful to learn about career possibilities companies offer and other students' experiences. You can establish valuable connections and gain useful information from the following sources:
  - SBB internship colloquia and company colloquia
  - 'Science meets Business cafés' (see [www.sciencemeetsbusiness.nl](http://www.sciencemeetsbusiness.nl))
  - 'Beta Banen Markt' (see <http://www.betabanenmarkt.nl>)
  - Seminars, in-house days, information fair organized by companies
- Searching for and securing an internship position is primarily your own responsibility.
- If you desire, the Internship Mentor (Lisa Fillekes) will provide guidance and advice about (a) formulating the kind of internship and organization that might suit your talents and ambitions best and (b) your search for opportunities and the best strategy for contacting the right persons within companies. So please do not hesitate to contact Lisa Fillekes if you need help or would appreciate some feedback, preferably by visiting her walk-in hours (Thursday mornings at Snellius 104a).
- A good starting point would be to look at which organizations other SBB students did their internships and what they did and learned there. This information can be found on Blackboard, as well as the SBB webpage (<https://www.universiteitleiden.nl/en/science/science-based-business/careers/internships>).
- On Blackboard we will also regularly post internship vacancies and opportunities. Another source of information is the SBB Alumni Group on LinkedIn. Upon your request, you will be made a member of the group. Browsing through pages of the members of the group, you will get a better idea what kind of jobs they are in that might also appeal to you.
- To communicate SBB internship requirements and expectations with your Internship Supervisor and Organization, you can use the following brief summary: (<https://www.universiteitleiden.nl/en/science/science-based-business/careers/information-for-internship-host>).
- If your Internship Supervisors have further questions about SBB expectations and requirements for the internship, please feel free to set up a meeting with the Internship Mentor and Advisor, to discuss goals and requirements from all three sides (you, your Internship Organization, and SBB), as well as exploring the best possible internship.
- The process of finding an internship position (usually) ends by agreeing with an Internship Supervisor within an organization on an internship topic and conditions, which then have to be worked out further into an Internship Plan.
- To prevent unpleasant surprises, you must check whether or not your internship assignment is in line with our requirements and get an initial approval of your intended internship (Part 3: Approval) before signing an internship agreement or otherwise committing to the internship.

## ***Part 3: Getting Started: Internship Plan and Approval***

### **Internship Plan**

The purpose of the Internship Plan is (1) to clarify the expectations of both you as the intern and your Internship Supervisor in terms of your assignment and responsibilities and (2) to explain your motivations for doing the internship and what you will achieve and learn from the internship. The Internship Plan should not exceed 2500 words. The Internship Plan should contain the following sections:

- A title page with the following information
  - Title (that shortly characterizes your internship, e.g. “Researching Market Opportunities for Biotech Products”)
  - Organization (Name, division/group (if applicable), address where internship will take place, phone number, website)
  - Intended internship period (starting date, end date, (average) number of days per week, anticipated holiday periods, anticipated length of holidays (weeks) and number of study credits (ECs))
  - Internship Supervisor(s) (name(s), phone number(s), e-mail address(es))
  - Internship Mentor: Lisa Fillekes
  - Internship Advisor: Jian Wang
  - Your particulars (name, student number, postal address, e-mail address, phone number(s))
- Internship Organization
  - The organization and its context (e.g. industry sector/type of business, its position in the value chain, vision, mission, international/national, public/private, major products/services, major customer groups, number of employees, yearly turnover, how it is organized).
  - The department/the position in the organization of the internship (e.g. the role of the department in the organization).
  - Your Internship Supervisor (his/her position and duties, his/her educational background, experience and field(s) of expertise).
  - Any additional contextual information that is relevant for the internship.
- Internship assignment
  - Depending on the type of assignment (see Part 1: Assignment Requirement), this will consist of:
    - Type I assignment: A description of the project(s) you will be personally responsible for, detailing the goals and objectives of the project(s), your tasks and activities, an overview of the planned milestones and a list of matching, verifiable deliverables which will ultimately result in a written report at the end of the project.
    - Type II assignment: A description of your role and responsibilities in the organization, the type of activities you will be involved in and the assignments and tasks you will need to execute and be personally responsible for, what you need to achieve in this role. Also give estimates of the time you will spend on various types of tasks and assignments and mention how your role is expected to develop in the sense of increasing responsibility and complexity.
  - For both types of assignment it is recommended that you provide a clear time table for your planned internship activities, e.g., by using a GANTT chart in which you can also include events such as assignment milestones, Business Research Report

milestones, Interim Report, Management Sessions, SBB Colloquium, Company Colloquium, holiday.

- Supervision and infrastructure
  - Expectations of your Internship Supervisor as regards to
    - The way you do your work, e.g., proactive or reactive, supportive or independent, communication with colleagues, working with others/in team, writing, documenting, (time-) planning, computer use.
    - The way you report your work (orally, in writing, presentations, how often).
    - What will determine whether your internship is a successful one, from your Internship Supervisor's perspective.
    - Other matters your Internship Supervisor(s) deem important, e.g., prerequisite knowledge and skills, expected input of the Internship Mentor/Advisor and university/SBB staff.
  - Training programs if any provided by the Internship Organization and/or Supervisor(s).
  - On-job training and coaching.
  - Work space and facilities available for your work as an intern.
- Business Research
  - Describe and motivate the topic or business problem of your business research.
  - Formulate a clear research question.
- Learning outcomes
  - Describe what you set out to learn during and from your internship, in terms of:
    - Cognitive domain (knowledge): What is it that you will know what you do not know yet?
    - Psychomotor domain (skills): What skills will you improve or have that you do not yet have now?
    - Affective domain: What personal traits do you expect to develop? (more details in Appendix 1)
  - Explain how you expect to achieve each of these learning outcomes, by showing how these objectives relate to (a) what you will do during your internship and (b) additional initiatives you will need to take to ensure that you will achieve your goals but that are not a regular part of your assignment and tasks.

## Approval

Often times the exact content of the internship assignment is unclear at the beginning of the internship, and detailed learning goals and work plans are tailored collectively by the intern and Internship Supervisor/Organization after the start of the internship. Therefore approving the internship takes two steps: (1) an initial approval which checks whether the intended internship assignment and Internship Organization is in principle in line with SBB requirements and (2) a final approval which examines details of the internship plan.

- Initial approval
  - Before signing the internship contract and start writing the detailed Internship Plan, you should have discussed with the Internship Mentor (Lisa Fillekes) about your intended internship and have gotten an initial approval.
  - For initial approval, please fill out the Internship Initial Approval Form in Appendix 2 and upload it in Deliverables Upload Center on Blackboard. In terms of internship assignment and supervision, try to be as specific and detailed as possible. You can also attach intern job descriptions or other available documents as appendices.

- After uploading the Internship Initial Approval Form, please visit Lisa Fillekes during her walk-in hours to discuss about your intended internship. She will approve (or reject) your intended internship in person and on Blackboard.
- An initial approval is required before starting your internship. It is important to note that when you sign an internship agreement and/or start with your internship activities before you get an initial approval, you do so at your own risk. SBB cannot be held responsible for loss of time/credits when changes in your assignment or even termination of your internship are required.
- Final approval
  - After the initial approval you can start drafting the detailed Internship Plan.
  - After the Internship Supervisor has agreed with your Internship Plan, upload the plan in the Deliverables Upload Center on Blackboard, preferably within two weeks (and latest within one month) after the intended starting date of your internship.
  - The Internship Advisor (Jian Wang) will examine your Internship Plan, and whether your Internship Plan is officially approved will be communicated through Blackboard, within one week after your submission. In case of disapproval, feedback for revision will be provided.
  - Conditional on having an initial approval, your Internship Plan will get an final approval in most cases. Disapproval can be expected when
    - The internship described in your Internship Plan is very different from what you initially described in the Internship Initial Approval Form and does not satisfy SBB internship criteria. Then you will have to redesign your internship or look for another internship.
    - The Internship Plan is not sufficiently informative. Then clear instruction will be provided regarding what information need to be added.
- Feedback and grading
  - Another purpose of the Internal Plan approval process is to help you succeed in your internship. Conditional on approval, additional feedback will be provided for improving your internship, when necessary. Your Internship Plan will also be graded and accounts for 5% of your internship final grade.
  - The Internship Plan also serves as an agreement before you and your Internship Supervisor regarding your internship assignments and responsibilities, so in the process of drafting and approving your Internship Plan, you should also keep active communication with your Internship Supervisor to ensure that he/she will support your plan.

### **Additional Arrangements**

- Additional arrangements to be concluded between you and the Internship Organization and Supervisor will regard matters like working hours, holidays, financial compensation, reimbursement of travel expenses, confidentiality, liability, etc.
- It is your responsibility to inform the Internship Organization and Supervisor about the objectives and requirements of your internship and make corresponding arrangements. For example, you should make sure that the Organization and Supervisor will (1) duly cooperate with the Internship Mentor and Advisor to execute their role of mentors, monitors and examiners and (2) agree to you preparing for and partaking in obligatory courses and lectures at Leiden University.
- The University, SBB and the Internship Mentor/Advisor are not involved in nor bear responsibility for these arrangements, nor will they accept any liability towards you or your Internship Organization and Supervisor for any adverse events which might occur

during your internship. Generally, though not necessarily, an internship agreement will be executed between yourself and the Internship Organization. The university will not be party to this agreement other than (1) to confirm that you are registered as a student and that the internship is part of the SBB program or (2) to sign and follow the confidentiality and non-disclosure agreements.

- Further information on additional arrangements and internship agreements covering such arrangements can be found on various websites and on Blackboard.
- **Again it is stressed that SBB Interns are not allowed to sign employment contracts.** An SBB Internship is not meant as (temporary) employment but as an internship as stated by Dutch law.
- Non-EU students who do an SBB internship need to sign the COSPA internship agreement to prevent problems with their student visa. A written declaration that the internship is an obligatory part of your study program may also be necessary. Depending on the financial compensation paid by the Internship Organization, non-EU students may be obliged to take up a Dutch health and liability insurance. More detailed information can be provided by the International Office.

## *Part 4: During Your Internship*

### **Interim Report**

- About halfway through your internship period, latest two thirds of the way through your internship period, you are required to report to your Internship Mentor and Advisor on your progress, by uploading an Interim Report on Blackboard.
- The Interim Report should give an account of your internship activities in the past months and in such a way that it provides insight into your progress with regards to:
  - Your internship assignment and the deliverables you have produced
  - Your progress on Business Research
  - Your learning outcomes
  - Intended improvement in the next half of the internship
- You are also expected to evaluate your performance with your Internship Supervisor and identify aspects that might need improvement, using the Performance Assessment Forms (Appendix 3). These halfway performance assessment forms should be enclosed as appendices to your Interim Report.
- The Interim Report (excluding appendices) should not exceed 2500 words.

## *Part 5: Finalizing Your Internship and Grading*

### **Performance Assessment**

- An extensive Performance Assessment Interview is obligatory as part of the finalization of your Internship. During this interview the Internship Supervisor discusses with you his/her assessment of important aspects of your performance such as quality of the work, analytical skills, communication with colleagues, supervision etc. For this, it is required to use and fill out the Performance Assessment Form (see Appendix 3).

- In the same document you will also find a form for assessing the performance of your Supervisor and the Internship Organization with respect to your internship. Both filled-out forms are to be included in the appendices of your Internship Report.

## Internship Report

The Internship Report should give a comprehensive overview of your internship and demonstrate the added value of the internship to you personally, as well as to the Internship Organization. The Internship Report should consist of the following sections:

- A title page
  - Same requires as for the Internship Plan, update when necessary, and please put 'CONFIDENTIAL' on the title page and in the page headers if needed.
- Public summary
  - *200-500 words*
  - A summary of your internship in layman's terms
  - This summary might be made publically available on SBB website or Blackboard
- Table of contents
- Internship organization
  - *Maximum 1500 words*
  - Draft a professional introduction of the Internship Organization, which should answer at least the following questions:
    - What are the key/important aspects of the Internship Organization? For example, mission, scope of business, market position, competitive strategy, financials.
    - What is the organization structure like? Include organization chart(s)
    - What is the organizational culture like?
- The internship
  - *Maximum 1500 words*
  - Objectively document your internship activities, stick to the fact, and answer the following questions:
    - What did you do as an intern?
    - What results have you achieved and what deliverables have you produced?
    - How does your work contribute to the Internship Organization?
- Learning outcomes
  - *Maximum 1500 words*
  - Provide a full account of what you learned in/from your internship, including unforeseen learning outcomes. Use examples and provide evidences, make it concrete. You should be able to answer the following question:
    - What did you learn in the cognitive domain?
    - What did you learn in the psychomotor domain?
    - What did you learn in the affective domain?
    - What are the successful aspects of your internship?
    - What are the unsuccessful aspects of your internship? What would you have done differently?
- Internship project report
  - *Only required for internships of 35 or 40 ECs*
  - *At least 1000 words*
  - Final deliverable of the internship project that you are personally responsible for (Type I assignment)
  - No format/structure requirement, keep it as an appendix

→ Business Analysis

- *Only required for internships of 30 and 40 ECs*
- *Maximum 4000 words*
- You can choose between the following two types of analyses: Management analysis or Industry analysis
- Management Analysis
  - An in-depth analysis of the Internship Organization, from a more critical and strategic point of view. Identify strengths and weaknesses of your Internship Organization and give clear recommendations for improving the business. Possible topics include but not limit to:
    - How can the Internship Organization be more competitive in the market?
    - How can the Internship Organization better cope with change?
    - How can the Internship Organization improve its value chain?
    - How can the Internship Organization improve its leadership?
    - How can the Internship Organization better manage teams?
  - Company consulting reports can be a useful source of inspiration
- Industry Analysis
  - Provide a professional introduction of the industry/business sector within which your Internship Organization operates. Be able to answer the following questions:
    - Who are the major players? Their market shares and positions in the industry value chain?
    - What are the recent developments in the industry? What are the threats and opportunities? How might the industry evolve in future?
  - Helpful sources of information are industry reports and white papers from professional associations, think tanks, and consulting companies.
- Alternative topics for the Business Analysis are also possible, when duly motivated, and need to be approved by the Internship Advisor (Jian Wang).
- In summary, for a 25-EC internship, neither the internship project report nor the Business Analysis is required, for a 30-EC internship, the Business Analysis is obligatory, for a 35-EC internship, the internship project report is required, and for a 40-EC internship, both the internship project report and the Business Analysis are mandatory.

→ Appendices

- Internship project report (for Type I internship<sup>1</sup>)
- Internship Assessment and Public Disclosure Agreement Form
- Assessment of Supervisor/Organization and Public Disclosure Agreement Form
- Company colloquium slides
- Anything else that might be useful

---

<sup>1</sup> If due to confidentiality issues, (parts of) these deliverables cannot be included in your Internship Report, then –after consultation with your Mentor- describe here how your Mentor and the Exam Committee can get access to these deliverables for review. Beware though that in general, the preferred approach is that writings containing information that the Internship Organization wishes to remain confidential are edited in such a way that they can be included in the final report. Note that SBB Internship reports are considered confidential anyway –as they often also hold personal information- and will not be disclosed to others than SBB staff, members of the SBB Examination Committee and members of review committees working for or on behalf the NVAO, who are all bound by confidentiality regimes.

## Business Research Report

- *Maximum 6000 words*
- Report your literature research on your business studies topic/question, following academic writing standards.
- The Business Research Report should include at least the following components:
  - Business problem/research question
    - Motivate and articulate your topic, business problem, and research question.
  - Literature review
    - Summarize exiting literature on the subject and highlight the key perspectives and empirical findings.
  - Managerial and policy implications
    - Discuss the implications of your literature research for policy or management practices.

## Rounding off

- First, ask your Internship Supervisor to review your Internship Report, giving special attention to the Public Summary and the Performance Assessment Form.
- Upon approval, upload the Internship Report on Blackboard.
- It is strongly recommended to submit the Internship Report within two weeks after the end of your internship period. This will allow SBB staff to better collect additional information about your internship, if necessary, by contacting your Internship Supervisor(s).
- The Internship Mentor (Lisa Fillekes) will check whether your Internship Report is complete and satisfies the structural requirements.
- The Internship Advisor (Jian Wang), and another SBB academic faculty member will review your Internship Report and Business Research Report independently.

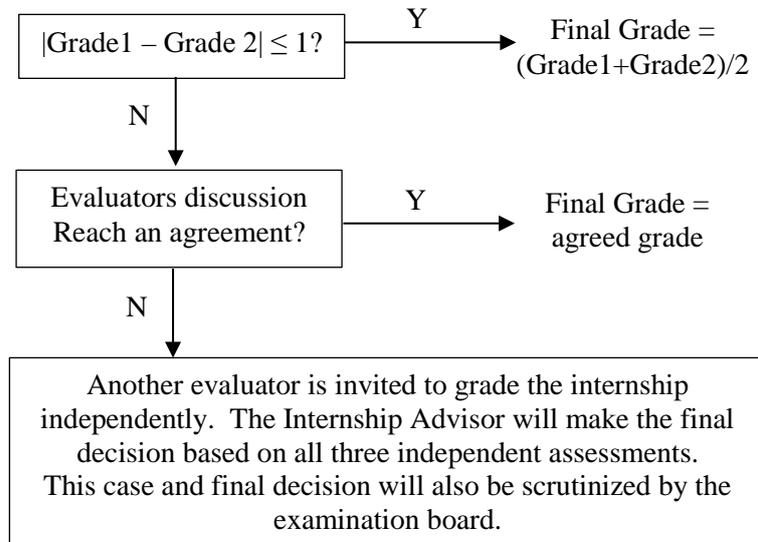
## Grading

- You can expect to receive the final grade of your internship within 15 working days, after submitting all the required deliverables.
- The final grade of your internship will be determined by the following components with differential weights

<b>Item</b>	<b>Weight</b>
Internship Plan	5%
Interim Report	5%
SBB Colloquium	10%
Internship Report	50%
Business Research Report	30%

- Grading forms for these deliverables are in Appendix 4.
- Each deliverable will be graded by the Internship Advisor (Jian Wang) and another SBB faculty member independently.
- Internship Plan and Interim Report will be graded by the Internship Advisor shortly after submission, and then reviewed by another SBB faculty member at the end of the internship.

- SBB Colloquium, Internship Report, and Business Research Report will be graded by the Internship Advisor and another SBB faculty member simultaneously and independently at the end of the internship.
- The grading process is as follows:



## Appendix 1: Defining Learning Outcomes

### Introduction

“Adding value to the organization and to yourself” is the central mission of an SBB Internship. In other words, both the organization and the intern have to benefit from the internship. How the organization benefits from the internship should follow from the description of the assignment. How you benefitted as an intern should be described in terms of Learning Outcomes.

### What are Learning Outcomes?

Learning Outcomes (LO's) can be defined as what the learner, in this case the intern, knows, understands and is able to do at the end of a period of learning, in this case the internship. Or, formulated a bit differently, what you are able to do after your internship what you could not do (so well) before.

LO's involve three areas of learning, being knowledge, skills and attitudes. For each of these three areas a distinct set of LO's can be defined to describe and assess your learning process during the internship. LO's should be defined in terms of active verbs. In the section below some practical information on how to write LO's for each of the three mentioned areas will be discussed.

### How to write Learning Outcomes

*For the cognitive domain, i.e. knowledge development*

In Bloom's hierarchy of the cognitive domain (Bloom et al, 1956), he distinguishes 6 levels ranging from the ability to remember facts to the ability to synthesize and evaluate information. In figure 1 this hierarchy is shown in more detail. In this hierarchy, each level depends on the student's ability to perform at the level or levels that are below it, i.e. before a student can apply certain knowledge he needs to have both the necessary information (stage 1) and a clear understanding of this information (step 2).



Figure 1: Bloom's hierarchy of knowledge development.

Depending on the type of internship assignment the SBB intern may start at different levels of Bloom's hierarchy for different elements of his/her internship. When faced with completely new models or concepts it will be likely that the student will start at the bottom of the hierarchy by getting new information. During the internship the student will move up the hierarchy through comprehension, application etc. As the internship is part of an academic training it is desirable that, at least part of the knowledge he/she gains during the internship, can be placed in the top of the hierarchy, namely synthesis and evaluation.

For example, when asked to give strategic advice on product development, an intern has to start out by learning what a competitor analysis is, then collect the necessary data by applying his/her knowledge of what is needed for such an analysis, analyze the data using the appropriate tools and evaluate the outcome of the analysis, finally resulting in a strategic advice.

*Other examples of learning outcomes in the cognitive domain: The ability to*

- *Identify the subsequent phases in the registration of a new drug.*
- *Select and employ sophisticated financial tools to calculate a company's net present value.*
- *Apply multivariate analysis techniques to analyze trends in sales.*
- *Define a marketing strategy based on the analysis of sales and expected market growth.*
- *Evaluate the effect of government support for the development of educational programs on entrepreneurship*

*For skills development*

Next to gaining (specific) knowledge, the (further) development of more general skills is very often part of a learning process and the SBB internship is no exception. Academic skills such as analytical skills and the ability to build an argumentation can be part of the learning process during an SBB Internship but also skills such as using certain software tools can be a learning outcome.

*Examples of learning outcomes for skills development: The ability to*

- *Report, both orally and written, in a concise and comprehensive way.*
- *Distinguish main issues from side issues.*
- *Make clear and comprehensive PowerPoint presentations.*
- *State arguments in a clear and concise way.*
- *Use software programs, such as Excel, to gather and analyze information.*

*For the affective domain (attitudes, feelings, values)*

The affective domain is not about ability. Instead, it relates to the emotional component of learning, ranging from basic willingness to receive information to showing consistent and appropriate behavior. The (further) development of these personal traits is the third important element of an SBB internship, as traits such as pro-active behavior and self reliance are considered to be important for successful career development.

*Learning outcomes may for instance be that you*

- *(More readily) Ask for help when necessary.*
- *Show (more) self reliance in working independently.*
- *Show a (more) proactive attitude towards work activities/new assignments*
- *(More) Actively participate in meetings by contributing your vision/ideas/suggestions.*
- *(More readily) Accept the need to give and receive constructive feedback.*

### **Learning outcomes in your SBB Internship plan: do's and don'ts**

As stated earlier, learning outcomes describe how the intern has benefitted from his/her SBB Internship. To make these benefits stand out it is important to:

- Do formulate your learning outcomes in a clear way.
- Do link each learning outcome to a specific part of the internship.
- Do make sure that the learning outcomes can be assessed by substantiating your achievements with examples, experiences, performance, deliverables, et.

- o Do NOT use vague terms but start each learning outcome with an action verb followed by the objective of the verb. Action verbs are e.g. identify, describe, discuss, apply, illustrate, analyze, calculate, argue, explain, modify, assess, compare, explain, recommend, display, participate, report, interpret, predict and relate.
- o Do NOT employ complicated sentences and learning outcomes with more than one action verb.

**PLEASE CONSULT THE 2<sup>ND</sup> REFERENCE BELOW -ESPECIALLY THE PART ON THE WRITING OF LEARNING OUTCOMES- A COPY OF WHICH YOU CAN FIND ON BLACKBOARD.**

#### References

Bloom, B.S., Engelhart, M.D., Furst, E.J., Hill, W. and D. Krathwohl (1956). Taxonomy of educational objectives. Volume 1: The cognitive domain. New York: McKay.

Kennedy, D., Hyland, A. and N. Ryan. Writing and using learning outcomes: a practical guide. BH 1 02 06 12.

## **Appendix 2: Internship Initial Approval Forms**

In this document:

- Internship Initial Approval Form
  - To be filled by the intern to provide basic descriptions of the intended internship.
- Internship Initial Approval Checklist
  - To be used by the Internship Mentor to check whether your intended internship satisfied SBB internship requirements.

**Internship Initial Approval Form**

To be filled by the intern

Name of Intern		Student No.	
Title of Internship			
Supervisor			
Organization			
Address			
Starting date		Ending date	
# full time working weeks		ECs	

Description of the internship assignment

Description of the supervision and infrastructure at the Internship Organization

**Internship Initial Approval Checklist**

To be used by the Internship Mentor

<b>Criteria</b>	<b>Y/N</b>
1. Does the internship involve a sufficient level of business/management engagement?	
2. Does the internship assignment provide sufficient learning opportunities for the intern?	
3. Does the internship assignment have a sufficient level of complexity and challenge?	
4. Does the internship add great value to the Internship Organization?	
5. Will the intern have a sufficient level of independence and autonomy?	
6. Can the Internship Organization /Supervisor provide sufficient support for a successful internship?	

### **Appendix 3: Internship Assessment Forms**

In this document:

- Internship Assessment and Public Disclosure Agreement Form
  - To be filled by the internship supervisor
- Assessment of Supervisor/Organization and Public Disclosure Agreement Form
  - To be filled by the intern
- Both forms should be filled out twice:
  - Once for halfway performance assessment, and the signed and scanned copy included as appendices to the Interim Report
  - Once for the final performance assessment, and the signed and scanned copy should be enclosed as an appendices to the Internship Report

**Internship Assessment and Public Disclosure Agreement Form**

To be filled by the internship supervisor

Name of Intern		Student No.	
Title of Internship			
Supervisor			
Organization			

**To what extend do you agree or disagree with the following statements?**

**Rate on a scale of 1 to 6**

**1: Strongly disagree; 6: Strongly agree**

The intern has sufficient domain knowledge.	1	2	3	4	5	6
The intern has strong analytical skills.	1	2	3	4	5	6
The intern is creative.	1	2	3	4	5	6
The intern work adds value to the company.	1	2	3	4	5	6
The intern work has satisfactory quality.	1	2	3	4	5	6
The intern has good work attitude.	1	2	3	4	5	6
The intern has strong communication skills.	1	2	3	4	5	6
The intern has strong organizational skills.	1	2	3	4	5	6
The intern is a good team player.	1	2	3	4	5	6

**What are the strengths of the intern and successful aspects of the internship?**

**What are the weaknesses of the intern and unsuccessful aspects of the internship? Suggestions for further improvement?**

**Any additional remarks and comments?**

**Public Disclosure Agreement**

- I agree with listing the internship (name of Intern, name of Organization, title of Internship) on the SBB website.
- I agree with inclusion of the public summary (part of the internship report) of the internship on the SBB website.

**Supervisor**

YES / NO

YES / NO

---

Signature of supervisor

Date

Place

**Assessment of Supervisor/Organization and Public Disclosure Agreement Form**

To be filled by the intern

Name of Intern		Student No.	
Title of Internship			
Supervisor			
Organization			

**To what extent do you agree or disagree with the following statements?**

**Rate on a scale of 1 to 6**

**1: Strongly disagree; 6: Strongly agree**

The internship adds value to my career development.	1	2	3	4	5	6
Sufficient training is provided for fulfilling internship responsibilities.	1	2	3	4	5	6
My received supervision is helpful.	1	2	3	4	5	6
The supervisor is responsive.	1	2	3	4	5	6
I learned a lot from my intern tasks.	1	2	3	4	5	6
Internship work load is appropriate.	1	2	3	4	5	6
There are sufficient opportunities for self-improvement.	1	2	3	4	5	6
Colleagues are friendly.	1	2	3	4	5	6
Working conditions are good.	1	2	3	4	5	6

**What do you like about the internship, supervisor, and organization?**

**What do you dislike about the internship, supervisor, and organization? What would you like to change?**

**Any additional remarks and comments?**

**Public Disclosure Agreement**

- I agree with listing the internship (name of Intern, name of Organization, title of Internship) on the SBB website.
- I agree with inclusion of the public summary (part of the internship report) of the internship on the SBB website.

**Intern**

YES / NO

YES / NO

---

Signature of intern

Date

Place

## **Appendix 4: Internship Grading Forms**

This appendix consists of the forms which will be used by the Internship Advisor and SBB faculty members for grading your internship deliverables:

- Internship Plan
- Interim Report
- SBB Colloquium
- Internship Report
- Business Research Report

**Internship Plan Grading Form**

<b>Criteria</b>	<b>Grade (0-10)</b>
7. Are the internship assignments well planned and clearly described?	
8. Are the descriptions of the Internship Organization and supervision informative?	
9. Are the learning outcomes sufficiently articulated?	
10. Is the Business Research question clear?	
11. Is it clearly written: well-structured and easy to follow?	
<b>Average (0-10)</b>	

**Remarks to the Intern**

**Remarks to the Internship Supervisor and Organization**

**Interim Report Grading Form**

<b>Criteria</b>	<b>Grade (0-10)</b>
1. Are the past internship activities well documented?	
2. Is the internship proceeding as expect (better or worse than planned) <sup>2</sup> ?	
3. Is the reflection on past internship activities sufficient?	
4. Are future improvements clearly planned and articulated?	
5. Is it clearly written: well-structured and easy to follow?	
<b>Average (0-10)</b>	

**Remarks to the Intern**

**Remarks to the Internship Supervisor and Organization**

---

<sup>2</sup> If the internship is running behind schedule or going worse than expected, so long as (1) there is a valid explanation (2) future amendment is well planned. Then you will still be able to get high grade for this item.

**SBB Colloquium Grading Form**

<b>Criteria</b>	<b>Grade (0-10)</b>
1. Is the content informative about the internship?	
2. Is the reflection on internship and learning outcomes well-articulated?	
3. Is the presentation well-structured, and is the transition between slides logical and smooth?	
4. Does the presentation add value to other students doing an internship or looking for an internship?	
5. Is it well delivered, presentation style is professional, confident, clear voice with good pace?	
<b>Average (0-10)</b>	

**Remarks to the Intern**

**Remarks to the Internship Supervisor and Organization**

**Internship Report Grading Form**

<b>Criteria</b>	<b>Grade (0-10)</b>
1. To what extent does the intern deepen the understanding of business, in particular science based business? (Sections: Internship Organization, Business Analysis, and Learning Outcomes)	
2. To what extent does the internship add value to the intern? (Section: Learning outcomes)	
3. To what extent does the internship add value to the Internship Organization? (Sections: The Internship and Internship Project Report)	
4. How well did the intern perform and improve during the internship? (Sections: The Internship, Learning Outcomes, and Performance Assessment Forms).	
5. Is the Internship Report clearly written and well-structured?	
<b>Average (0-10)</b>	

**Remarks to the Intern**

**Remarks to the Internship Supervisor and Organization**

**Business Research Report Grading Form**

<b>Criteria</b>	<b>Grade (0-10)</b>
1. To what extent is the research question/problem original and/or relevant for business practice, is the research question/problem sufficiently motivated and well-articulated?	
2. How comprehensive is the literature review? Does the review has sufficient depth in theory?	
3. How well is the literature review organized and structured, is there a clear framework/logic for summarizing theories, frameworks, methodologies, and empirical findings?	
4. How informative and useful are the managerial and policy implications drawn from the literature review?	
5. Is the Business Research Report clearly written and well-structured?	
<b>Average (0-10)</b>	

**Remarks to the Intern**

**Remarks to the Internship Supervisor and Organization**