

INTERNSHIP GUIDE

Internship Elective Course (F000889)

Master Economics
Master Business Economics
Master Business Engineering

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INTRODUCTION

In this internship guide you can find all information on the internship elective course that is offered in the master's programmes Economics, Business Economics and Business Engineering at Ghent University's Faculty of Economics and Business Administration. This internship guide aims to inform and instruct students in preparation of and during the internship.

An internship offers many **advantages**. By doing an internship, a student will gain practical experience and increase his/her odds on the job market. The student is introduced to the job market which means he/she can start building a professional network. In order to offer students these advantages, it is important to provide high quality internships where the integration of knowledge, skills and attitudes takes centre stage. In order to maintain this quality, a couple of objectives have been established.

During the internships the knowledge and skills that have been acquired during the programme need to be put into practice by working on specific issues or assignments, while focussing on the following **objectives**:

- Analyze the business reality based on learned concepts and theories
- Position internship activities in the overall business
- Use research methods and techniques
- Develop solutions and recommendations based on well-founded arguments
- Adopt a constructive attitude towards feedback
- Convey information to people with diverse backgrounds in a focused and structured way
- Work independently
- Show sense of initiative starting from an appropriate assertiveness
- Critical assessment of internal and external (company) information
- Deliver high-quality output
- Plan and structure internship activities
- Have the communicative and social skills to function smoothly, socially and constructively in the business reality
- Report about the internship activities and experience in a critical, synthetic and reflective way

This internship guide will discuss the following things:

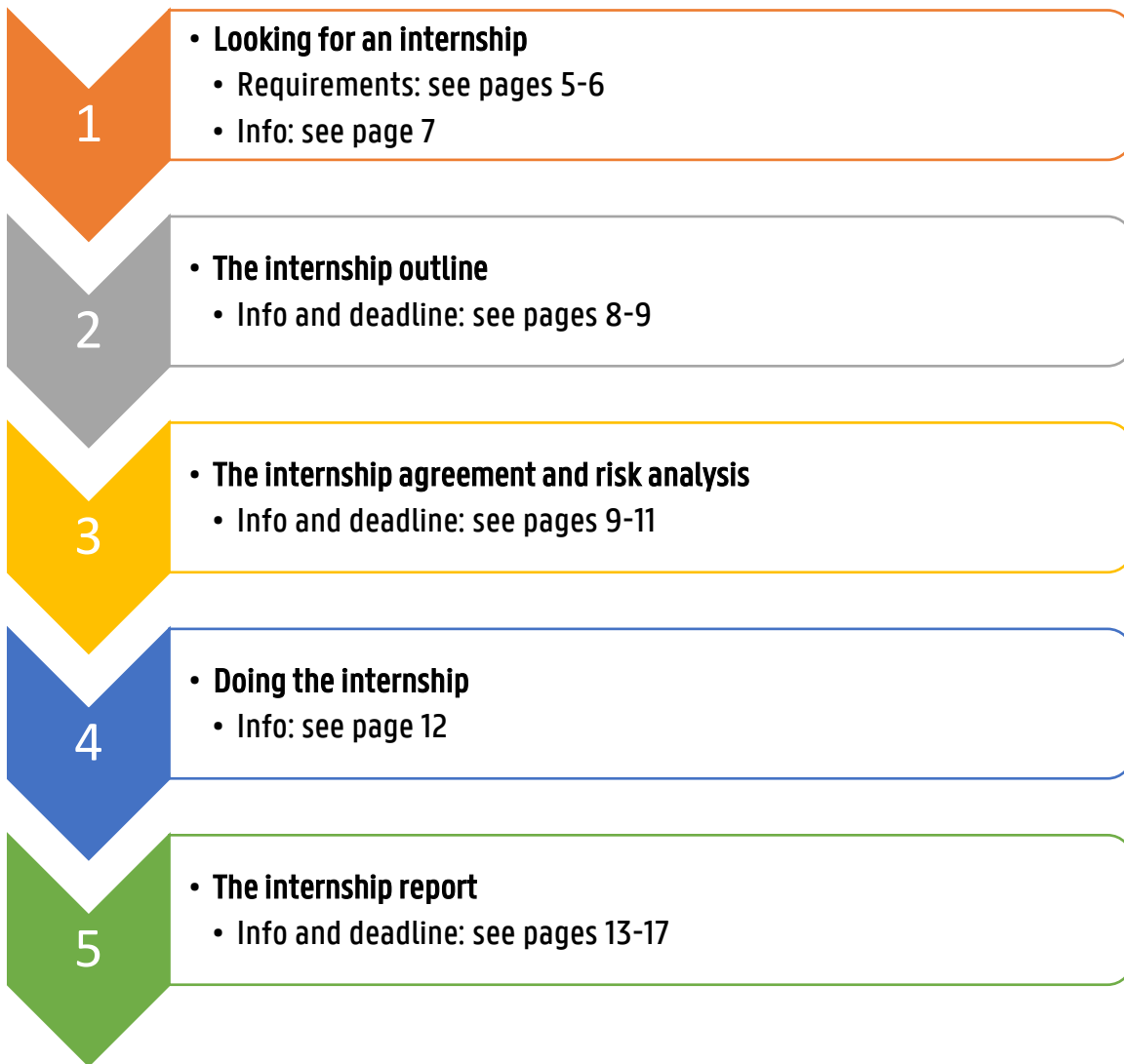
- Chapter 1: general info about the internship and the most important requirements
- Chapter 2: important guidelines for the student in preparation of the internship
- Chapter 3: procedures during the internship
- Chapter 4: information about the internship report
- Chapter 5: clarification of the internship's assessment

The same procedures and guidelines apply to students who are interested in an internship abroad, so for them it is useful to read through this internship guide as well. For questions about scholarships, insurance and a visa you can contact the International Office¹. More information about international opportunities can be found on the following link: https://www.ugent.be/eb/en/exchange-students/other_international_opportunities

¹ int.FEB@UGent.be

CHAPTER 1: GENERAL INFO AND REQUIREMENTS

The internship in 5 steps:



All students of the master's programmes Economics, Business Economics and Business Engineering have the opportunity to do an internship. This internship can be added to the curriculum as an elective course and consists of 6 ECTS-credits. Four important requirements are:

1. **The internship has a workload of 4 weeks of fulltime employment or 20 working days².** It is allowed to spread the workload (e.g. 4 days a week for 5 weeks) as long as the internship provider agrees with this.
2. **At the earliest the internship can start from the month of July onwards during the summer vacation between the third bachelor (or linking/preparatory course) and the first master (the internship is considered to be part of the master's programme's curriculum) and lasts at the latest until the month of May in the master (Business) Economics or the 2nd master Business Engineering. If the student graduates in the resit examination period, the internship may last until August 15 at the latest.**
3. **To protect the student, internships during exam periods are not allowed. An exception can be made for students who no longer need to take any exams. This needs to be discussed with the internship coordinator.**
4. **The internship takes place in a business or organisation where the student does not have family, friendly or business relationships.**

The student decides what is attainable on the basis of his/her programme overview. This entails a great deal of flexibility: the student may do the internship during the academic year but also during the recess periods (if these are covered by the period mentioned in requirement 2). This is entirely up to the student and he/she may discuss with the internship provider what is attainable for both parties. However, the following requirement is important for this:

5. **Students who wish to complete their internship during the academic year, can under no circumstances be exempt from the imposed study obligations regarding other courses in the programme overview; so while scheduling the internship, take into account all the other imposed study obligations (e.g. mandatory presence during classes, continuous assessment, ...).**

The internship's objective is to offer students the opportunity to put into practice what they have learned during their programme. This results in a sixth requirement:

6. **The internship's assignment must be related to one or more of the programme's fields of study (see ANNEX 1: Internship content for some examples).**

The internship provider assigns someone responsible for supervising³ the student during the internship's assignment. This person is called the internship supervisor. The internship supervisor describes the content of the internship in consultation with the student. All suggestions derived from practice are up for discussion but two important requirements for this are:

7. **The internship involves a project and/or assignments aimed at problem solving.**
8. **The internship's assignment must primarily involve (>50%) professional and analytical tasks.**

² The default is an internship period of 4 weeks (20 working days) of fulltime employment. This period may be extended to a maximum of 6 weeks of fulltime employment (30 working days).

³ Provides the student with the necessary support, answers questions the student may have and regularly provides feedback.

The content of the internship's assignment (which must meet the requirements mentioned above) and the practical arrangements (internship period, time schedule, spread of workload) are discussed by the student and the internship supervisor and added to the internship outline⁴. The internship outline must be approved by the internship coordinator. After approval, the internship agreement⁵ can be created. Furthermore:

- 9. The student may not start his/her internship before the internship agreement has been created and signed and the internship coordinator, internship supervisor and the student each have their own copy in their possession.**

During the internship the student must keep a log⁶ that is filled out weekly and sent to the internship coordinator. That way the internship coordinator can keep track of the weekly activities and further schedule. In case the student experiences problems this can also be communicated through the log. Furthermore, the internship coordinator will also schedule an intermediate update⁷ to assess the internship.

To conclude the internship, the student will have to write an internship report⁸. This report will be taken into consideration for the final assessment⁹ and is a requirement for passing the internship course.

- 10. After the internship the student must write an internship report in which he/she links the internship's assignment to the broader theoretical framework.**

⁴ More info on the internship outline can be found in chapter 2.5 Creating and submitting the internship outline

⁵ More info on the internship agreement can be found in chapter 2.6 Creating and submitting the internship agreement and risk analysis

⁶ More info on the log can be found in chapter 3.2 The log

⁷ More info on the interview can be found in chapter 3.3 Intermediate update

⁸ More info on the internship report can be found in chapter 4 The internship report

⁹ More info on the assessment can be found in chapter 5 The final assessment

CHAPTER 2: PROCEDURE BEFORE THE STUDENT MAY START THE INTERNSHIP

2.1 ARRANGING THE CURRICULUM

By signing the internship agreement, the student commits to effectively include the elective course 'internship' to his/her curriculum of the academic year indicated in the internship outline. The student must have added the elective course to his/her curriculum before the start of the internship¹⁰ **and** before March 1 of the relevant academic year. The **student** is **responsible** for this themselves.

The student can only submit the internship to his/her curriculum as an elective course if the internship outline is approved by the internship coordinator. If that is not the case, it would be better to choose another elective course (a second semester course). This second semester course can be changed until the end of February.

Once the internship outline is approved, the 2nd semester elective course can be changed into the internship elective course.

2.2 SUBSCRIBING TO THE UFORA COURSE SITE

The student must subscribe to the course site 'F000889A - Stage' on Ufora. Important information about the course will be communicated through this course site.

2.3 IN CASE OF AN INTERNSHIP ABROAD: REGISTRATION IN OASIS AND DIPLOMACY

You need to register your traineeship in Oasis under the right academic year >> exchange >> submit your request. A stay abroad must also be registered at <https://travellersonline.diplomatie.be>

2.4 LOOKING FOR AN INTERNSHIP AND APPLYING

The student is responsible for finding an internship. To accomplish this the student can apply spontaneously to companies and organisations he/she is interested in. The student can consult the list with companies who has already offered internships (available on Ufora).

When looking for a suitable internship it is very important that all of the requirements are taken into account (see Chapter 1: General info and requirements). If the requirements are not met, the internship will not be approved by the internship coordinator.

When the student has found a suitable internship, he/she can apply. This is entirely up to the student and the internship coordinator will not be involved. It is the company or organisation where the student is applying who will decide whether or not to hire the student as an intern.

Tip for the student:

Once you have decided where you wish to do your internship, it is important to create a good letter of application and resume. The website www.calliope.be provides a good guideline. It can also be useful to contact the company/organisation by phone to reinforce your application.

¹⁰ Exception: students who do the internship in the months of July, August and September between the 3rd bachelor (or linking/preparatory course) and 1st master (or between the 1st master and 2nd master business engineering) can only add the internship elective course to their curricula when enrolling in the 1st master (or 2nd master business engineering).

2.5 CREATING AND SUBMITTING THE INTERNSHIP OUTLINE

2.5.1 Creating the internship outline

After the student has been hired, the internship outline needs to be created. This document is available on Ufora (course site 'F000889A – Stage') and must be filled out and submitted digitally (via e-mail to the internship coordinator: Tine.Claeys@UGent.be).

The internship outline is agreed on and filled out by the student and the future internship supervisor. It's possible (but not mandatory) to indicate an internal promotor¹¹. In the internship outline the content of the internship is described as thoroughly as possible to ensure that all parties have a good idea of the internship content. It is important that the content requirements are met (see page 5 – requirements 6, 7 and 8). See ANNEX 1: Internship content for some examples for inspiration.

Furthermore, the internship outline must establish in which period the internship will take place and how the workload will be spread (fulltime or part time).

Attention!

Once the internship outline has been created and submitted this does **NOT** mean the internship will definitely go through. The outline must first be approved by the internship coordinator. However, the internship outline is binding, which means that once the internship outline has been approved, the student is no longer allowed to change internships.

After filling out the internship outline, please save it with the following name: 'last name_firstname_programme'¹². This Excel (.xls) document must then be delivered via e-mail to the internship coordinator (Tine.Claeys@UGent.be).

2.5.2 Submission deadline internship outline

Depending on the internship's **start date** the following deadlines must be respected for submitting the internship outline.

The internship starts in...	Deadline for submitting the internship outline is...
June 2019	April 18, 2019
July or August 2019	May 16, 2019
September 2019	June 20, 2019
October 2019	August 19, 2019
November 2019	September 12, 2019
December 2019	October 17, 2019
January 2020	November 12, 2019
February 2020	December 12, 2019
March 2020	January 9, 2020
April 2020	February 13, 2020
May 2020	March 12, 2020
June 2020	April 16, 2020
July or August 2020	May 14, 2020

¹¹ Internal promotor = person of Ghent University who provides substantive guidance during the internship. For example, the promotor of the thesis in case the content of the internship and the thesis are related.

¹² E.g. Smith_Michael_EC; Brown_Charlotte_BEC_Marketing; Johnson_William_BEN_Finance

After submitting the internship outline there are three possible outcomes:

- **Approved:** the student will receive an answer via e-mail that the internship outline has been approved.
- **In progress:** this means that the internship content will have to be adjusted because it does not meet the requirements. The internship coordinator will contact the internship supervisor to determine where adjustment is possible. These changes will have to be included in the internship outline and afterwards it may be approved.
- **Rejected:** if the internship content does not meet the requirements and if no appropriate adjustment is possible, the internship will be rejected. This means that the student will have to start looking for a new internship.

Attention!

Do not wait until the deadline to submit the internship outline. If the internship outline is rejected, you will have to start looking for a new internship and the same deadlines will apply.

2.6 CREATING AND SUBMITTING THE INTERNSHIP AGREEMENT AND RISK ANALYSIS

Ghent University uses the default internship agreement for students who have regularly enrolled at Ghent University and who will do an internship at a company or other government institution as part of their university programme, on the condition that it is an internship provided in their programme overview and that the internship period is covered by the time period provided in the programme overview.

Students who need to sign a contract by the internship provider to replace the default university agreement, will have to show this to the internship coordinator before signing.

2.6.1 Creating the internship agreement

After the internship outline has been approved, the internship agreement will have to be created.

STEP 1: Registering the internship in the web application

To do this the student will have to register via the following link:

<https://webster.ugent.be/stagecontracten/secure/?lang=EN>

- Indicate Tine Claeys as supervisor of Ghent University
- As address, the location of the internship has to be filled in (also if it's different from the head office)
- The academic year and study programme will be filled in automatically (change this with a pen on the printed version if the internship takes place in the next academic year)

STEP 2: Printing the internship agreement in triplicate

After the student has received the internship coordinator's approval, the internship agreement can be printed in triplicate. **Each internship agreement must include the following attachments:**

- Rights and duties (via <https://www.ugent.be/student/nl/studeren/stage/stageovereenkomst/rightandduties>)
- Internship outline: paper copy of the approved internship outline

These three copies, always including the attachments, must be signed by the student, the internship supervisor and the internship coordinator. The signatures must be original (meaning copies or printouts of scanned and signed documents will not be accepted) to guarantee the legality.¹³

This must happen in the following order:

1. The student signs each internship agreement (incl. the attachments) themselves.
2. The student makes sure that the internship supervisor signs the agreements (incl. the attachments).
3. The student delivers the three copies at the office of the internship coordinator (please make an appointment), who also signs each copy, and keeps one of them (deadline: see 2.5.3).
4. The student delivers a copy signed by all three parties to the internship supervisor and keeps the third copy themselves.

2.6.2 Creating the risk analysis

Along with the internship agreement a risk analysis needs to be filled out once:

- The blank risk analysis can be found on:
<https://www.ugent.be/student/nl/meer-dan-studeren/gezondheid/medische-info-stage/faculteiten/dmteb.htm>
Click on the "Risicanalysis Economics and Business Administration".
- The risk analysis, like the internship agreement, must be filled out and signed by the internship supervisor. At the bottom of the second page the student writes his/her name, national identification number, mobile phone number and Ghent University e-mail address.
- If the risk analysis indicates that a medical examination is mandatory, the student must scan the risk analysis and upload it to the specific website mentioned above (click on "stuur je risicoanalyse door"). The student will receive a reply from the Department of Health Surveillance to make an appointment for a medical examination.¹⁴
- The originally filled out and signed paper copy of the risk analysis is to be submitted to the internship coordinator when the student stops by for signing the internship agreements.

2.6.3 Submission deadline internship agreement and risk analysis

Depending on the internship's **start date** all the following deadlines must be respected for submitting the internship agreement and risk analysis.

The internship starts in...	Deadline for submitting the internship agreement and risk analysis is...
June 2019	May 16, 2019
July or August 2019	June 13, 2019
September 2019	August 22, 2019
October 2019	September 12, 2019
November 2019	October 17, 2019
December 2019	November 14, 2019
January 2020	December 12, 2019
February 2020	January 16, 2020

¹³ Exception for internships abroad: an electronic/scanned signature is permitted. However, on the 1st day of the internship, the student must ask for an original signature on the internship agreement. Make sure not to lose the agreement with the 3 original signatures during the internship period.

¹⁴ For internships outside the European Union: the student must always scan the risk analysis and upload it to the specific website

March 2020	February 13, 2020
April 2020	March 12, 2020
May 2020	April 16, 2020
June 2020	May 14, 2020
July or August 2020	June 11, 2020

The internship agreements and risk analysis must be submitted to the internship coordinator no later than the date mentioned above. **Students who do not submit their internship agreements and risk analysis on time will not be able to start their internship.**

In case of an **internship abroad**, the student must apply for a correct visa. A tourist visa does not entitle you to do an internship. For more information about what type of visa is required to work as an intern in a particular country, the student should contact the embassy of the country of destination. **Only leave if you have the correct visa for the full internship period!**

CHAPTER 3: PROCEDURE DURING THE INTERNSHIP

3.1 CHANGES TO THE SCHEDULE OR ABSENCE

The student must announce a (temporary) change in location or deviation from the working hours/working days to the internship coordinator as soon as possible and at least 24 hours beforehand.

In case of absence due to illness the student must notify the internship supervisor immediately. He/she must also deliver a certificate of illness to the internship coordinator. The internship coordinator may demand to make up for the sick days. Certificates of illness issued for non-urgent procedures will not be accepted, these need to be planned outside working hours.

3.2 THE LOG

During the internship the student keeps a log (template on Ufora course site 'F000889A - Stage'). The purpose of the log is to document weekly and **concisely** the achievements of the past week.

The log must be sent **weekly** to the internship coordinator (Tine.Claeys@UGent.be)

3.3 INTERMEDIATE UPDATE

During the internship an intermediate update will take place.

1. With the Internship supervisor

- Assessment of the student's achievements
- Assessment of student's general attitudes

2. With the student

- Overview activities
- Personal evaluation of the internship
- How did the internship go? Have you learned enough so far?
- Did you receive the necessary support, feedback, opportunities?
- Questions about the internship report (read the guidelines (chapter 4) in advance!)
- Would you recommend this internship to other students in the future?
- Other questions or comments regarding the internship or the internship report

CHAPTER 4: THE INTERNSHIP REPORT

4.1 PURPOSE OF THE INTERNSHIP REPORT

The internship report fulfils the academic component of the internship course. Essentially, the internship report forms the link between the **internship on the one hand** and the **training and/or broader theoretical framework on the other hand**.

The internship report should be viewed as a **substantiated study** of preferably one major assignment (max. two assignments) in which you were involved during a significant period of your internship. As a result, everything you include in your internship report relates to the chosen assignment/challenge and not to the internship as a whole. Therefore, ideally, the internship report should be compared with a research report and is by no means a glorified logbook describing the course of your internship.

In this context, it is important to monitor the **proportion** between **executive and analytical assignments**. After all, it is the latter category that lends itself to identifying a suitable assignment to elaborate on in the internship report. Make the internship coordinator aware of potential problems you may encounter in this regard, obviously taking a reasonable settling-in period into account. In addition, start collecting the required information as early as possible during the fulfilment of the assignment(s) in question. Once the assignment, or ultimately the internship, is completed, it becomes a lot more difficult to obtain the required internal information.

In what follows, the choice of a suitable internship assignment will first be explained. Thereafter, the structure and content of the internship report will be discussed. Finally, the self-reflection, formal requirements and submission deadlines of the internship report will be covered.

4.2 TYPES OF INTERNSHIP REPORTS

The choice of your internship assignment will determine which internship report you will draft (see Table 1). It is always an option to formulate a statement or challenge to give the work direction and structure. The resulting **research question** (see below) will obviously determine the type of internship report. It is important to point out that the research question is **not always determined from within the internship company**. In other words, the research question is not always specified at the internship company's request, but can also come about by yourself in function of the internship report. Below are two proposed options for the formulation of the research question and, therefore, the drafting of your internship report. In the first instance, make sure that you have a clear picture of the type of internship report you will write.

A. TESTING of an existing solution/method	B. DEVELOPMENT of a new solution/method
<p>The feature of this type of internship report is a critical approach rather than a preliminary question or problem statement from the internship company. Yet, it is possible to structure the internship or case study according to a research question.</p> <p><i>You test an existing method or solution in the internship company or against recognised or underlying theoretical/legal knowledge.</i></p>	<p>The feature of this internship report is a specific preliminary question or problem statement from the internship company. As a result, formulating the research question during the project or research is the most obvious approach.</p> <p><i>You develop a new method or solution for a problem in the company based on relevant theoretical/legal knowledge.</i></p>



<p>Similarities and differences are researched and comparisons are made. Potentially, a value judgement is pronounced (advantages and disadvantages) by means of an evaluation. Ideally, based on this insight, recommendations are made to the company and/or the sector.</p> <p>→ Comparative and/or evaluation internship report</p> <p><u>Typical questions:</u> What are the differences? What are the similarities? How do they differ? How are they similar?</p> <p>What are the advantages, the disadvantages? How appropriate is x? What is the value of x? What are the positives, negatives?</p>	<p>Statements are explained or your approach to a problem in the company is researched. Potentially, a solution is implemented. Ideally, based on this insight, recommendations are made to the company and/or the sector.</p> <p>→ Explanatory or design internship report</p> <p><u>Typical questions:</u> Why is it like this? How come? What does it result from? How could this happen?</p> <p>What can be done? How can it be improved? What are the suitable measurements?</p>
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Table 1: Type of internship report

4.3 STRUCTURE OF INTERNSHIP REPORT

The structure of the internship report, as set out below, does **not necessarily** follow the **chronological development** of the internship. Thus, one may first have observed the application during the internship after which the link with the relevant theoretical framework is determined in the internship report. Equally, one may have searched the literature and/or courses for a solution before working it out in the internship company.

Use the title page made available via Ufora. In addition, your work has to contain a structured contents page, a list of figures and tables, a bibliography and potentially appendices. You may add a personal note in a preface.

4.3.1 From positioning to research question

The first part of your internship report is featured by a **top-down approach** and the use of mainly **company/internal sources**. Start with a brief description of the internship company and its key function. Next, position your internship within the broader operation of the company, the department and/or team where you did your internship (if relevant, illustrated with an organigram). Clarify your function within the internship company and put the relevance of the chosen internship assignment into the overall picture of your work package. Again, the rule that everything is in function of the described internship assignment applies here, so you need to get to the point fairly quickly: the **importance** and the **description** of the chosen **internship assignment(s)**.

Describe the **goal** of your internship report: what is the report supposed to deliver? What are you trying to achieve, by means of your internship report, with regards to the chosen internship assignment? This should indicate which type of internship report you will write (see Table 1). As a result, the goal can be very diverse and does not always have to be linked with a specific question from the internship company (e.g. the theoretical understanding of a specific method or procedure, the support of decisions or advice, the modification or adjustment of policies, the explanation of differences or changes, ...).



Conclude this part by formulating the **central research question**. This research question should always form the basis of your internship report. It gives the report direction and determines what the internship report should deliver (see Table 1). Potentially, the central research question can be supplemented with sub-questions when certain aspects need to be investigated. In the strictest sense, the goal of the internship report is to provide an answer to this question (see below, section 'Conclusion').

4.3.2 Theoretical framework¹⁵

This second part can be considered as the literature review within your work. You use mainly external sources and search for links between the practical internship on the one hand and the theoretical literature and courses on the other hand. The details of this theoretical part differ according to the internship report you wish to draft (see Table 2).

A. TESTING of an existing solution/method	B. DEVELOPMENT of a new solution/method
<i>You test an existing method or solution in the internship company against recognised or underlying theoretical/legal knowledge.</i>	<i>You develop a new method or solution for a problem in the company based on relevant theoretical/legal knowledge.</i>
→ Which relevant theoretical concepts have you revealed and/or recognised from the training and/or literature? Explain these theoretical concepts thoroughly , with reference to scientific literature. The actual test will be discussed in the next section.	→ Which theoretical concepts did you use as a basis for the development of the new method or solution for the company's problem? Explain these theoretical concepts thoroughly , with reference to scientific literature. The actual development/solution will be discussed in the next section.

Table 2: Discussion theoretical framework

It is not sufficient to just list the relevant methods, techniques, models, theories, formulas and legislation/doctrine/case law. You also need to elaborate on the content in terms of the internship and refer to the sources correctly (see below 'Referencing'). This section should contain a lot of (relevant) literature: a **critical scientific attitude** is expected. The CRAAP test¹⁶ is a useful tool to evaluate the value of your sources as it helps to determine their Currency, Relevance, Authority, Accuracy and Purpose.

4.3.3 Application of the theoretical framework

In this third section you will **use** the abovementioned theoretical framework to elaborate pragmatically on the predetermined research question. You will demonstrate how, based on this framework, you work towards an answer to your research question. Again, the details will differ depending on the type of internship report being drafted (see Table 3). Always be **critical** in your approach and watch out for potential deviations in your specific practical situation.

¹⁵ The terms theoretical framework and theoretical concepts refer to relevant methods, techniques, models, theories, formulas and legislation/doctrine/case law from your training and/or the literature. The nature of the consulted internal/external sources may vary depending on the chosen internship and specialisation.

¹⁶ Blakeslee, S. (2004). "The CRAAP Test". LOEX Quarterly, 31(3), 4, https://www.csuchico.edu/lins/handouts/eval_websites.pdf

A. TESTING of an existing solution/method	B. DEVELOPMENT of a new solution/method
<p><i>You test an existing method or solution in the internship company or against recognised or underlying theoretical/legal knowledge.</i></p> <p>→ Based on the relevant theoretical concepts that you have worked out, the existing method or solution is vetted in search of similarities and differences. This method can be explained by means of a case study in which previously discussed theoretical concepts are applied. A conclusion and potential evaluation and recommendations will be discussed in the next section.</p> <p>You provide explicit feedback on the revealed and/or recognised theory relating to the existing solution or method.</p>	<p><i>You develop a new method or solution for a problem in the company based on relevant theoretical/legal knowledge.</i></p> <p>→ Based on the relevant theoretical concepts that you have worked out, a new method is developed and a solution for the company's problem is proposed. Its specific application or implementation can be described if the internship company has already reached this phase of development. A conclusion and resulting evaluation and recommendations will be discussed in the next section.</p> <p>As you move towards a new solution or method, you provide explicit feedback on the consulted or fundamental theory.</p>

Table 3: Formulation of the research question

4.3.4 Conclusion

In this section you **answer** the research question and potential sub-questions in adequately specific terms. If possible and/or desired, this will result in an **evaluation** and/or **recommendations** to the internship company. Avoid generalisations. Instead, results and recommendations should be as specific as possible. Any specific recommendations will not only add value to your work, but also to the internship company.

4.3.5 Self-reflection

You conclude your internship report with a self-reflection of approximately one page about the **competencies**¹⁷ (generic and technical) and the development of your **professional attitude** (maturity, appropriate behaviour, use of language) gained during your internship. How did you grow and why? What were your challenges and how did you address them? Which talents were confirmed? Which new talents did you discover? Which aspects would you like to develop further and why is this important in light of your future career (perhaps draw up an action plan)?

Pay attention to both **generic competencies** (skills that are relevant in a variety of sectors, such as planning, organising, monitoring/controlling, working in a team, networking, analysing and synthesising of information, ...) and **technical competencies** (profession and sector specific). **Name** your strengths and assets and give **specific examples** of real (work) situations as evidence of these strengths and assets.

4.4 FORMAL REQUIREMENTS AND REFERENCING

¹⁷ See final competencies as explained in the ECTS-fiche (Internship F000889) and learning outcomes (via www.studiegids.ugent.be - Select the right programme – click on 'learning outcome')

Keep in mind that a tidy, correct language at a **professional level** is expected. The report has to be readable for people of a similar educational level, while someone from another field should also be able to understand what you are writing about. Make sure that your statements are always backed up by **sources** and unless you can provide objective evidence, avoid statements such as "it is commonly known that...", "everybody found that...". Personal opinions ("in my view..." or "I find that...") need to be supported by **well-founded arguments**. Which objective statements have led to this opinion?

In your internship report, you refer to written sources, such as academic literature, case studies, professional literature, websites, legal texts, circulars, ...: The literature you have used is listed in a bibliography at the end of your paper. Only list sources that you have effectively used in your internship report (in contrast with all sources that you have consulted during your internship). Follow **APA guidelines**¹⁸ for the formatting of your references and bibliography. References to verbal information obtained via internal and external stakeholders (telephonic interviews with customers or suppliers, personal visit of customers or suppliers, conversations with mentor or colleagues, meetings, mail) should be mentioned in footnotes, or directly in the text ("from a conversation with Mr/Mrs ... (role or function) it appears that..."). Try to address interviews as structured as possible. Other internal sources that have been consulted, such as documents, reports, databases, ... need to be referenced according to APA guidelines.

Pay attention to an intelligent synthesis by using, for example, figures and tables that visualise a powerful summary of your analysis. Provide an appropriate title and reference, as well as a brief caption that guides the reader's attention immediately to the essence. Appendices are only included if they add value to your paper. Do not include the results of an accomplished task as an appendix without a comprehensive explanation or development. Always refer to (numbered) appendices in the text.

The internship report consists of maximum 15 pages of high-quality writing (from 'From positioning to research question' to, and including, 'Self-reflection', but excluding preface, table of contents, bibliography and appendix/appendices). The formatting requirements for this work are: **Arial 11 pt., line spacing 1.15 pt.** Use the **title page** that is provided. The hard copy version should be **double-sided** and **stapled** (do not bind).

4.5 SUBMISSION DEADLINE INTERNSHIP REPORT

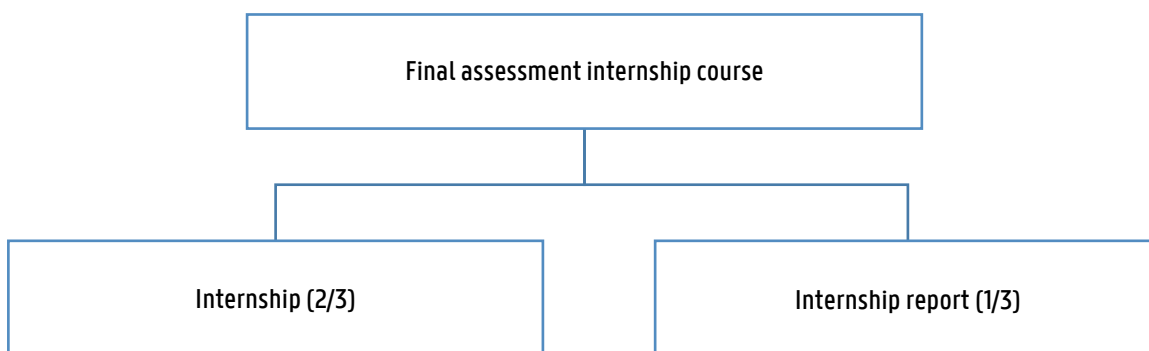
Academic year 2019-2020

- If the internship ends during the first semester, in the months of October, November or December 2019, the deadline for submitting the internship report is **January 17, 2020 (04:00 PM)**.
- If the internship ends during the second semester, in the months of January, February or March 2020, the deadline for submitting the internship report is **April 16, 2020 (04:00 PM)**.
- If the internship ends during the second semester, in the months of April or May 2020, the deadline for submitting the internship report is **June 11, 2020 (04:00 PM)**.
- Deadline resit examination period: **August 18, 2020 (04:00 PM)**

The internship report is to be **submitted to the internship coordinator** no later than the date mentioned above: Tweekerkenstraat 2, building Hoveniersberg, office 100.005 or in the postbox in the hallway in case of absence. A **digital version** must also be submitted **via e-mail** (Tine.Claeys@UGent.be).

¹⁸ See 'Citing, what is plagiarism?' > PDF 'citing' in the Ufora course 'Masterproeven FEB/Master's dissertations FEB'.

CHAPTER 5: THE FINAL ASSESSMENT



Not respecting the deadlines (internship outline, internship agreement, internship log, ...) will result in a minus mark for the final assessment.

The internship supervisor's assessment of the student's performance is based on an assessment form. At the end of the internship, the internship supervisor delivers the completed assessment form to the internship coordinator. The internship coordinator¹⁹ will evaluate the internship report.

In order to pass the internship course the student must:

- Complete the internship (at least 20 working days) itself and submit the internship report on time;
- Achieve at least 8/20 for the internship report, if not, the internship report will have to be rewritten in the second examination period;
- Achieve at least 10/20 for the internship itself, if not, the internship will have to be redone, either at the same organisation or somewhere else;
- Achieve a total score of at least 10/20, calculated as the weighted average of the internship itself (2/3) and the internship report (1/3).

The student must meet all the requirements listed above in order to pass the internship course. If this would not be the case, but the total score would still be 10/20 or more, the score will be reduced to the highest unsuccessful grade, namely 9/20.

Should you still have questions after reading this internship guide, you can contact the internship coordinator:

Tine Claey's – Internship coordination Economics, Business Economics and Business Engineering

Tine.Claeys@UGent.be

¹⁹ If necessary in consultation with a colleague in the field in which the internship takes place

ANNEX 1: INTERNSHIP CONTENT

This list of examples is for inspiration and is not exhaustive.

MASTER BUSINESS ENGINEERING

Operations Management

- Improving and optimizing the manufacturing process and stock management
- Analyzing the flow of goods (from raw material to final product)
- Analyzing the planning, risk and control
- Managing the project resources
- Optimizing project parameters (contracts, cash flows, ...)
- Analyzing the enterprise-architecture for a better strategic alignment
- Analyzing and improving the enterprise-architecture to implement new technologies
- Analyzing and improving the enterprise-architecture to implement data driven innovations
- Analyzing the impact of an innovation on the business model and/or operating model
- Analyzing and improving the IT-governance structure and mechanisms
- Modelling, analyzing and improving the business processes
- Implementation of Business Process Management techniques
- Analyzing, improving and managing the schedules/timetables for resources (transport, services, healthcare, ...)
- Analyzing and improving the allocation of resources
- Production and inventory management
- Supply chain planning
- Logistics systems design and planning
- Preparing audits in order to reach a quality label (e.g. ISO 9001, ISO 14001, ...)
- Creating control charts to monitor the manufacturing process
- Creating an effective and efficient strategy for quality control
- Analyzing and optimizing the procurement policy

Finance

- Implementation of financial regulation (Solvency II, Basel III, MiFid, ...) and contribute to the related reporting
- Analyzing investment portfolios, credit applications, Global Advisory Letters, ...
- Substantive support in the provision of advice (e.g. financial analyses)
- Analyzing financial products (investment funds, stock markets, ...)
- Developing a new reporting model or business plan in a financial context
- Following, analyzing and reporting financial topics
- Applying valuation models
- Preparation of risk analyses
- Analyzing and improving the risk management techniques to cover financial risks.
- Analyzing and improving the IT-governance structure and mechanisms
- Modelling, analyzing and improving the business processes
- Implementation of Business Process Management techniques

Data Analytics

- Problem solving with the help of business intelligence en data mining ('big data')
- Analyzing the social media data and web data to draw conclusions and formulate recommendations
- Modelling, analyzing and improving the business processes
- Implementation of Business Process Management techniques

MASTER BUSINESS ECONOMICS

Marketing

- Developing a communication and marketing policy about new products
- Follow up a marketing campaign
- Developing a marketing plan
- Analyzing sales figures
- Research into new marketing techniques
- Market research: survey, data analysis, reporting the results, ...
- Synthesizing market information to set up concrete plans and actions
- ROI analysis to set up concrete actions

Accountancy

- Developing new reporting models
- Developing a business plan or a strategic plan
- Preparing a tax audit
- Controlling the financial statements
- Calculating the VAT return, personal income tax and corporate tax
- Preparing the accounting year-end procedures
- Preparing the annual accounts
- Substantive financial analysis (e.g. cost calculation)
- Advising clients on legal and fiscal matters
- Optimizing accountancy processes
- Preparing VAT listing
- Describing procedures of internal audit

Corporate Finance

- Substantive support in the provision of advice (e.g. financial analyses)
- Developing a new reporting model in a financial context
- Applying valuation models
- Preparation of risk analyses
- Analyzing and improving the risk management techniques to cover financial risks.
- Developing a business plan
- Analyzing a concrete investment project
- Analyzing and preparing an acquisition
- Modelling, analyzing and improving financial processes
- Developing a financial plan

MASTER ECONOMICS



- Financial analyses (e.g. National Bank of Belgium, private banking sector, study services, ...)
- Preparing, analyzing and evaluating the economic and social policy
- Analyzing macro-economic effects of policy measures
- Research project/literature review or academic report about:
 - The position of a specific country in the global economy
 - Indicators of competitiveness
 - Social and/or economic impact of specific policy measures
 - The effects of the Brexit
 - The unemployment in a specific sector/country/...
 - The wave of refugees in a specific country
 - The mobility in a specific city
 - The evolution of stock markets in a specific country/industry/...
 - International trade of the European Union
 - Trade policy of the European Union
 - ...