THE AMERICAN UNIVERSITY OF ARMENIA

SCHOOL OF BUSINESS AND MANAGEMENT

MASTER OF BUSINESS ADMINISTRATION

> > > BA 393 - Internship

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> > > Introduction

Internship is required for MBA students who lack at least two years of relevant fulltime or four years of relevant part-time work experience at the date of their admission to the program. The internship allows students to clarify their career goals, assess personal strengths and weaknesses in professional work environment, develop professional competencies, understand the culture and practice of particular profession, and improve their opportunities for future employment. Students work for at least 360 hours, under the guidance of an on-site supervisor, with small/medium size businesses, manufacturing companies, governmental agencies or non-profit and/or service organizations in order to analyze and solve actual and current problems facing the organization. At the end of the internship, a performance evaluation is given by the hosting organization. Students present an updated resume and a short written report describing their experience to complete the Career Development Strategies course.

Students are expected to complete the internship during spring or summer of the first year of their studies and no later than fall semester of the second year.

Although internships vary widely from organization to organization, some common characteristics include the following. An internship:

- Is a time-limited experience; the duration may be extended only under certain conditions.
- May be part-time or full-time.
- May be paid or non-paid.
- Is carefully monitored and evaluated by the MBA Internship Program Coordinator.
- Is different from a short-term job or volunteer work; it has a "learning agenda" in a structured work environment. The internship seeks to establish a reasonable balance between the intern's learning goals and the specific work tasks of an organization.
- Has a manager who mentors and supervises the intern.

Benefits

To the student:

- Apply ideas, concepts, or theories learned in the classroom to a practical setting.
- Explore and evaluate career path first-hand.
- Develop skills specific to academic area of study or chosen career; and/or general skills such as oral and written communication, critical thinking, organization, problem solving, and decision making.
- Develop and enhance self-confidence, self-awareness, self-management, interpersonal relationships, clarification of work and personal values, and career awareness.
- Develop a professional network and find possible mentors.
- Learn directly from experienced professionals.

To the organization:

- Gain enthusiastic and highly motivated individuals with varying degrees of professional experience.
- Access to students with special skills and knowledge learnt in the MBA program.

- Get a flexible, cost-effective work force that does not require a long-term employment commitment. MBA students may be assigned to temporary positions and special projects.
- Gain a fresh and unbiased perspective on various business processes, procedures and ongoing projects.
- Develop supervisory skills of staff.
- Evaluate and prepare a student from a long-term perspective (potential employment).
- Build and strengthen image on the AUA campus, among the future business leaders and professional elite of the country.

The Difference between an Internship and a Job

In order for an internship to be successful, both the organization and the intern must understand how an internship differs from a job, and both must commit to working together to make the most of the opportunity.

The National Society for Experiential Education defines an internship as **a carefully monitored work or volunteer experience in which an individual has intentional learning goals and reflects actively on what he or she is learning throughout the experience**. The key phrases in this definition are: **carefully monitored**, **intentional learning goals**, and **reflects actively**.

In a typical entry-level job, an employee receives training to perform the tasks necessary for the position, and then the employee is expected to carry out the duties as assigned, preferably with little supervision. In an internship, however, the emphasis is on the learning experience. Intentional learning goals are developed by the student that supports her/his academic and career interests, and these are made explicit in the form of a **Statement of Internship Learning Outcomes** (form E3). The Coordinator of Internship Program assists the student in developing these learning outcomes to ensure that they are realistic. Interns are asked to reflect actively on their experience, meaning interns will often have more questions than a typical employee before, during and after the internship. This reflection helps make the internship more meaningful, while connecting the on-site experience to the student's academic training. This emphasis on learning does not alter an expectation that the student brings something of value to the organization. The intern is expected to deliver, and should be held accountable for work product that is valuable to the organization.

> > > The Internship Process

Basic guidelines for internships at any organization are as follows:

1. Write a powerful **resume** and a dynamic cover letter, and have them approved.

2. The organization must **agree in writing** (or via email) to the proposed internship with the student and SBM.

3. The organization must submit to SBM a brief **description of the organization** (form E1) and a detailed **"position/job description"** (form E2), providing the scope and expected outcomes of the internship. Forms E1 and E2 are provided by the SBM for the organization to use in submitting these information.

4. The organization must appoint a **"supervisor"** for guidance and support as well as to assist with the evaluation of the work completed. The supervisor will interact with SBM on the internship. This is considered a vital requirement as it provides a single point for communications.

5. Prior to commencement of the internship, the **SBM must approve** the "position description" as being suitable for an internship. The internship must be related to business management as taught at in the MBA program. All internship opportunities must be approved by the Dean's office **prior** to starting an internship.

6. Set **Internship Learning Outcomes** (form E3) based on self-assessment and career research.

7. The internship must cover at least **360 contact hours** (MBA1) of effort.

8. The SBM's **"Coordinator of Internship Program"** will serve to provide guidance and evaluation. Students are expected to communicate with the Coordinator as needed.

9. On completion of the internship, the Coordinator of Internship Program will provide both the supervisor of the hosting organization and the student with **evaluation forms** (forms E4 and E5) to be completed and submitted to the Coordinator within 7 days of the last day of the internship.

10. Within 30 days of the last day of their internship, students are to present a **final report** and **signed time sheets** to the Coordinator of Internship Program.

11. **Confidentiality of organizational information is given the importance it deserves at the SBM**. Every effort will be taken to ensure confidentiality. Project reports of a confidential nature, prepared by the intern and used for evaluation, will be returned by the SBM to the organization after evaluation by the Coordinator of the Internship Program.

Process to Be Followed if the SBM Locates Internships

1. Organizations interested in the SBM's MBA Internship Program should provide the Coordinator information as detailed above.

2. The SBM's Coordinator of Internship Program then reviews the internship offers and approves them – if they meet the requirements specified earlier.

3. Prospective interns are then notified of the internship opportunities and those interested "apply" by submitting their resumes and cover letters, and Internship Learning Outcomes Statement (E3) to the Coordinator.

4. The SBM's Coordinator of Internship Program communicates the list of interested candidates, together with their resumes/CVs and related information, to the prospective hosting organization.

5. Usually this leads to the organization interviewing short-listed candidates and then making a final selection of the interns to enter their organization.

Please note that all communications to and from students are to be routed through the Coordinator of Internship Program until the final selection stage.

Process to Be Followed if the Student Locates Internships

Students can search and locate internship opportunities using their networking skills, talking to faculty and alumni, and contacting acquaintances. If the student identifies a potential internship site,

1. The student should obtain and submit a copy of Partner Organization's Guide to Internship to the potential employer.

2. The organization should provide the information as detailed above (forms E1 and E2) to the MBA Internship Coordinator.

3. The student should submit an Internship Learning Outcomes Statement (form E3) to the Coordinator.

4. An internship at a current place of employment may be acceptable if the position meets all the internship requirements specified earlier.

5. An internship within a student's family business **is not permitted.**

6. The SBM's Coordinator of Internship Program reviews the internship offers and approves them – if they meet the requirements specified earlier.

7. Both the student and hosting organization will be notified of the SBM's decision via email.

The above process typically takes 1-2 weeks to complete.

Post-internship Requirements

Upon completing the internship each student must submit to the Coordinator of Internship Program:

- A completed and signed Student Evaluation Survey (form E5), within 7 days of the last day of the internship.
- A signed timesheet, within 7 days of the last day of the internship.
- An updated resume.
- A final report, both in digital format and hardcopy, within 30 days of the last day of the internship. Please note that the copy submitted to the Coordinator of Internship Program belongs to the SBM and will not be returned to you.

The supervisor must also send directly to the Coordinator of Internship Program:

- A completed and signed Supervisor Evaluation (form E4)

> > > Evaluation

Internship grading is on a pass/not pass basis. In order to receive a passing grade, students must fulfill the following requirements:

1. Pre-approval of the internship by the Dean's Office.

2. Completion of at least 360 contact hours at the internship hosting site to fulfill preapproved requirements.

3. Submission to the Coordinator of Internship a bound hardcopy of the internship report together with a digital version of the report.

4. Review and approval of the Internship Report by the Dean's Office.

5. Completion of all post internship program requirements, including a signed timesheet, a signed evaluation form from the supervisor at the sponsoring organization (form E4), and a completed evaluation form from the intern (form E5).

By the end of the registered term of the year of graduation, the Coordinator of Internship Program must submit a grade ("Pass," "Not pass," or "Incomplete") for each student to the Registrar's Office.

Pass (P) Grade: Passing grades will be granted to students who have met all of the requirements and have submitted all required materials to the SBM Office. If a student has not completed all of the requirements by the deadline, the Coordinator of Internship Program may submit a grade of "Incomplete" only if he or she believes that all of the above requirements can be met successfully. All materials must be submitted to the SBM Office before the Coordinator of Internship Program can submit a change of grade from "Incomplete" to "Pass" to the Registrar's Office.

Not Pass (NP) Grade: Students who have not met the requirements of the internship program as per the guidelines established at the time of the registration will receive a grade of (NP) and will be required to identify, receive approval and register for a second internship. Students who receive a NP are not allowed to do their second internship at the same organization where they interned the first time.

Each internship assignment is unique and, therefore, it is impossible to grade it based on a set of standardized criteria. On average, the following standards and weights are used to evaluate internship:

Attendance (signed time sheet)	10 %
Supervisor's Evaluation (form E4)	25 %
Student Evaluation Survey (form E5)	5 %
Final Report: Quality of written expression and overall structure (organization, introduction and conclusion, logical progression of ideas, coherence, fluency, grammar, spelling, punctuation, etc.)	20 %
Final Report: Compliance with APA style and technical requirements	10 %
Final Report: Relevance and complexity of internship/assignment/project work (learning significance of experience, quality of analysis, insight, evidence, details, supervisor's evaluation, etc.)	30 %
Total	100 %

> > > Internship Learning Objectives

The internship learning objectives are the academic side of the internship experience. You are expected to develop a list of objectives, or goals of what you want to learn while enrolled in the internship program.

You will create this list **before** you start your internship by completing and submitting Internship Learning Objectives Statement (form E3), and keep the objectives in the back of your mind while you are working. At the end of the internship you will write a final report where you will review and address each of your learning objectives individually and analyze what you did throughout the internship to meet each objective.

Developing Internship Learning Objectives

You are expected to develop five or more learning objectives. Your learning objectives should be relevant to your academic studies and related to the nature of your internship; based on the position/project description. Think of your position description as the list of what you will be doing, and the learning objectives as the list of what you want to learn from these activities.

Your original learning objectives do not need to be in essay form, they can be in a bulleted list. You will analyze the learning objectives in essay form within your internship final report. See the learning objective examples on the next page for good and bad sample objectives.

Approval of Internship Learning Objectives

Once you have developed your list of objectives, you will need to submit them to the MBA Internship Coordinator together with a copy of your resume. The Coordinator may have suggestions for additional objectives you have not considered, or may ask you to edit or remove existing objectives. After making the suggested revisions, the Coordinator will forward your resume to the potential hosting organization.

Failing to Meet Internship Objectives

You should keep your learning objectives in the back of your mind while you are working, and may want to meet with your supervisor to talk about your progress throughout the internship. However, we understand that you have created these objectives at the beginning of your internship and you will not be penalized for not meeting one or more of your objectives. If you have one or more unmet objective, you should address it in the final report, explain that the objective was not met, and include any alternate learning that occurred in place of the original objective.

Internship Learning Objective Examples

In general, your objectives should be 1) relevant to your studies and 2) tailored to fit your internship.

Good Examples:

Marketing:

- Gain knowledge of which promotional techniques are most effective for the company's target market through coordination and analysis of special events, social networking, and in-store promotions.
- Become acquainted with the overall selling procedure from prospects to final sale by observing and accompanying sales staff.
- Learn to analyze the demographic information of prospects and residents to come up with conclusions useful to the company's marketing and sales efforts.
- Learn how new products are developed by conducting various types of research, including competitor benchmarking and customer surveys.

Management:

- Gain hands-on experience supervising employees. Develop or improve the tools that will enable me to effectively manage and lead personnel, such as leadership, communication, and fairness, by shadowing personnel.
- Learn to train new employees effectively through orientation and company training sessions.
- Learn to deal with customers and conflict management by handling customer and employee complaints.
- Learn to detect differences between effective and ineffective ways to meet production through direct observation.

Finance:

- Gain insight into corporate budgeting by assisting with the implementation of a new financial management software package.
- Learn the role of a financial analyst by interacting with experienced financial professionals and observing and participating in the corporate environment.
- Learn the process of completing a corporate loan. Learn the step-by-step process from prospective client through loan closure and the factors that influence each step.
- Learn how to properly develop and manage a working portfolio within the confines of the financial markets through simulation.

Bad Examples (and why they are bad)**:**

Obtain real-life knowledge and learn all aspects of the business world.

>>> Too broad! Your final report would be a novel if you had to address all aspects of the business world. Concentrate on the specific areas you are learning within your internship.

Learn about life insurance and investments.

>>> What about them? Be specific and think in academic terms – applying the concepts you have learned about in class to a practical situation.

Learn to use SPSS.

>>> This is a function, not an objective. What will working with SPSS allow you to learn about the type of business in which you are working?

Get things done in a timely manner.

>>> Good skill to have, but not an academic learning objective.

Participate in the company's financial training program.

>>> This is something you will **do**, not **learn**. Instead, you could say that you want to learn about XYZ by participating in training.

> > > Making the Most of your Internship Experience

Your internship is an opportunity to achieve personal and professional goals, and learn new ideas and skills. In addition, this experience is a great way to network! Many full-time job offers come from internship experiences[1].

- **Be ethical and professional:** Exercise ethical workplace conduct and represent AUA SBM with a standard of conduct and performance which will further enhance the relationship between the AUA SBM and the organization.

- **Maintain employer confidentiality.** Take every effort to ensure confidentiality of the hosting organization during and after your internship. This is one of the hallmarks of a true professional.

- **Be positive, enthusiastic, and a problem-solver.** Nothing will hurt you more than to have a negative and complaining attitude. A "can do" and willing attitude is always noticed. When you point out a problem, *always* have a suggestion on how it can be resolved. Ask questions. Show that you want to learn the job and learn the organization. Strike a balance between asking enough questions to show your desire to learn and bothering people with so many queries that you become annoying.

- **Be realistic and be willing to take on less-than-glamorous tasks.** Not every assignment will lead to glory, but the task may be important to your organization. Being attentive and giving 100 percent will be strong indicators of your work ethic and will lead to greater responsibility. Work hard during the internship and complete your responsibilities. Treat your internship experience as if it were the 'real thing,' and let the organization see how you would handle working as one of their employees. Working hard also means not turning up your nose at distasteful assignments that come your way, no matter how low-skill they seem. Be willing to do what is needed. Do not assume that your AUA MBA education equips you with so much knowledge that executing low-level tasks and projects is beneath you.

- **Be aware that your every move may be scrutinized.** "An intern *must* understand that an organization watches everything he/she does," a consultant has noted. "Even if the intern thinks it is a meaningless task, usually there is a reason for it, and it is important to the organization. If the intern handles the task with professionalism -- even though the intern may think he/she is 'above' the task -- it will reflect highly on him/her."

- **Keep your supervisor informed.** "No surprises" should be the motto here. If you have to arrive late one day, call. If you need more time on a project, ask for it. Keep the lines of communication open.

[1] We would like to acknowledge the following for use of materials:
Cooperative Education and Internship Association (CEIA) www.ceiainc.org
The Society for Human Resource Management; Alexandria, VA, USA. http://www.shrm.org

- **Don't just work hard. Strive to do your best, and extend your best behavior to your interactions with stakeholders -- suppliers, distributors, and especially customers.** Keep quality in the forefront of your mind for every project you undertake. And be sure you project the utmost in professionalism to those stakeholders on whom the organization wants to make a good impression.

- **Seek out extra work, new projects.** Show your willingness to go beyond what is the job description for your internship, especially if the organization is overusing you for low-skill tasks. Look for ways you can make your colleagues' jobs easier. You will make a great impression while sharpening your skills so you can step into a permanent position when the time comes. If a project comes along that interests you, ask to be involved. Demonstrate your organizational skills and initiative. Begin to develop new levels of responsibility by noticing the tasks around the office that need to be done, and asking your supervisor if you can take on the challenge.

- **Develop your skills.** Learn unfamiliar software programs. Try projects that help you to hone skills you have never used or don't use often. Observe the skills used by people in the kinds of positions in which you envision yourself working, and polish those skills. The wider your range of skills, the more valuable you will be to the organization.

- **Be willing to accept feedback and criticism.** This is one of the hallmarks of a true professional. When constructive feedback is given, the internship experience can help you identify your weaknesses and to begin to correct them before starting a permanent position. This is an important part of the overall learning experience.

- **Feel free to be creative and bring your ideas to the table. Ask questions, but know when to listen and observe.** In the beginning, you may notice processes or procedures that do not seem to make sense. Prior to criticizing, be sure to ask questions like "why is it done that way?" There may be history you do not know about. If you have an idea and you feel there is something that could be done differently, you need to have the courage to put forward your argument. It is good to show that you can add value.

- **Track your contributions and accomplishments.** Be sure to keep a record of all the ways you have contributed during your internship.

- **Be a team player.** Some organizations such as banks host many interns simultaneously. This should not inspire competition because there are usually plenty of full-time opportunities to go around for successful interns. Instead, teamwork should be among an intern's major strategies since most organizations value their workers' ability to perform in collaborative relationships.

- **Seek out mentors and learn from colleagues.** A mentor is someone who you feel you can learn from, and may or may not be your supervisor. If you think someone‘s job looks interesting, ask them how they got to that point in their career. Seek input and feedback from supervisors and colleagues during your internship so you know how to improve as you go along. Show those you work with that you want to be the best you can be.

- **Stay in touch**. Advise the organization and the MBA Internship Coordinator of any concerns or problems with work assignments or the work environment as soon as they arise.

From Internship to Job

If during your internship, you realize that you would like to work for the organization, take a proactive approach that can help you transform an internship into a job. Here are some ways to make the most of your experience:

- **Be sure you want a job with the organization with which you are interning.** Internship is not only one of the best opportunities for the organization to test drive the intern, but for the intern to test drive the organization. Interning gives you a chance to see if you would enjoy working permanently for your internship organization and how well you fit into the organizational culture. Once you are convinced the organization is right for you, your enthusiasm, based on real-world, insider knowledge, will be a major plus in helping you land a full-time job there.

- **Once you have decided you like the organization culture, show you fit in.** You can show your fit with employer's culture in many ways; from wearing attire that aligns with what your colleagues are wearing to demonstrating a work ethic that is at the same level as regular employees. Dress for the position you want, not the position you have. How do your supervisor and colleagues dress? Make a point to learn business etiquette. This includes standing to shake someone‘s hand who enters a room, not forwarding jokes using the organization email system (even if someone forwarded it to you), and using the right fork and spoon during organization lunches. If you are unsure, find someone to watch and emulate.

- **Don't be shy about asking about permanent job opportunities.** Your organization won't know that you are interested in a job unless you ask. Also be vigilant for opportunities to create a position. Look for organization needs that aren't currently being met and consider proposing a job to meet those needs.

- **Network with colleagues at your internship, both during and outside of working hours.** Get to know as many of the people you work with as you can, and socialize with them outside work, as well. Join the organization sport team. Attend the organization party. Everyone you meet is a prospective member of your network, and the more people who know you and your work, the more champions you will have when it comes to turning your internship into a job. Relationships are keys to any business setting. Make sure you make an effort to build relationships with not only your colleagues but also your manager. Having a cordial relationship with your manager makes it much easier for you to approach your manager when you might otherwise be hesitant to do so.

- **If the internship does not turn immediately into a job, keep in contact and be persistent.** Maybe you are not in a position to take a full-time job when the internship ends. Perhaps you have coursework to complete before graduation. Maybe the organization does not have an opening when you conclude your internship. In these cases, be sure to leave on the best possible terms. Keep in touch periodically and ask about openings, especially as graduation approaches. In addition to touching base with your immediate supervisor, determine what other contacts might be valuable in your quest to join the organization -- such as human resources staff and hiring managers in the departments that most interest you -- and remain in contact with them.

> > > Internship Final Report Guidelines

Upon completion of your internship you must submit a comprehensive, and neatly and accurately written final report (hereafter referred as the Report). The Report is a summary of the work conducted during the internship and includes a self-assessment of the entire internship experience. The Report will be graded for content, clarity and form using the rubric contained in this section.

The Report should be submitted by thirty days of the last day of internship. Failure to submit the final report by the deadline will result in receiving an (I) Incomplete or Not Pass (NP) as your grade for the internship which is a requirement for graduation.

You have full responsibility for ensuring that the Report is correct in content and form. The report must be clean, legible, and accurate.

Before you submit your report, make sure that all pages are present and in the following order:

Preliminary (pre-text) pages:
- Cover page
- Executive Summary or Abstract
- Acknowledgements (optional)
- Table of Contents
- List of Tables, if any
- List of Exhibits, if any
- List of Abbreviations, if any

Text:
- Introduction
- Main body composed of chapters & subchapters
- Conclusion

Bibliography

Appendices, if any

1. Preliminary (Pre-text) Pages

A) Cover Page. All final reports should have a cover page containing the following information:
a. Student name and student ID
b. Title of position/project
c. Period of internship (from date to date)

d. Name of organization
e. Supervisor's name and tile
f. Today's date
g. Title of report

B) Table of Contents

On the TABLE OF CONTENTS page you list every chapter (section) and sub-chapter (sub-section) of your text. The preliminary (pre-text) pages should not be shown in the TABLE OF CONTENTS. Every entry should have a page number with leader dots from entry to page number.

The divisions shown in the TABLE OF CONTENTS must agree, in wording and style, with the divisions in the text. APPENDICES should also be included and shown in the TABLE OF CONTENTS.

Main headings should be shown in capital letters both in the TABLE OF CONTENTS and in the text headings. The heading TABLE OF CONTENTS should be centered at the top of the page.

C) **List of Tables**

When more than three tables are used in the text, you should place a LIST OF TABLES on a separate page immediately following the TABLE OF CONTENTS. The heading LIST OF TABLES should be centered at the top of the page. The complete table titles must be presented in capital letters.

D) **List of Exhibits**

When more than three exhibits (figures, drawings, charts, diagrams, photographs, flow charts, etc.) are used in the text, you should place a LIST OF EXHIBITS on a separate page immediately following the LIST OF TABLES. The heading LIST OF EXHIBITS should be centered at the top of the page. The complete exhibit titles must be presented in capital letters.

E) **List of Abbreviations**

If more than three abbreviations of words or phrases that are not in common usage are used in the text, you must include a LIST OF ABBREVIATIONS and their corresponding definitions in alphabetical order on a separate page following the LIST OF EXHIBITS. The heading LIST OF ABBREVIATIONS should be centered at the top of the page.

F) **Executive Summary**. Length: 1 page.

This is an important component of the report and can be the most difficult aspect to write. It is best that you leave this section for the end, after you have written the main body of the text. The purpose of the executive summary is to give the first-time reader an idea what the report is about. It can also serve to provide concise information to readers who are not able to read the entire report in detail, but who will have a general interest in the report. The summary must be descriptive and action-centered. Also, remember that the material in the summary need not necessarily follow the order of the contents in the report itself. The emphasis in this section is on facts and results.

2. The Text

This is the main part of the Report and is composed of three components: the introduction, the main body and conclusion.

A) Discussion of the Internship Context. Length: 2-3 pages.

This section should describe the organization, industry/sector, and market condition/situation. Following are areas you should include in your report:

a. Background Information. The presentation of the organization may include the following topics:
   i. Description of the organization
   ii. Brief history of the organization
   iii. Purpose/mission/vision of the organization

b. Market and Industry:
   i. Brief description of the role the organization plays in the marketplace
   ii. Current industry and market dynamics (competition, market segments, supplier relations, etc.)
   iii. Brief description of customers/clients/people served
   iv. Current trends; and economic, political, legal, technological and other factors that affect the organization and its industry.

c. Organization Structure and Culture:
   i. Approximate number of people working and number of departments (provide an organizational chart if available)
   ii. How the work is divided and organized: departments, sections, etc.
   iii. Organizational culture, politics, role of the organization in economy and society

d. Organization's Financial Performance:
   i. Current financial issues facing the organization
   ii. Areas where the organization can improve their financial performance

For writing this part you may:

- Review corporate and industry reports
- Review industry periodicals
- Consult books and the Internet.

B) Description of the Assignment/Project: Length: 1-2 pages.

Here, you describe your duties and responsibilities. What tasks did you perform, and for what portion of the internship did you perform them? This is not the formal position/project description but rather your account of what you really did, means/resources that you received in order to accomplish your tasks, and general work conditions. You may include honest description of your interactions with the supervisor and coworkers, including any criticisms.

C) Analysis of the Internship: Length: 3-5 pages.

In this part you focus on how your internship experience related to your MBA coursework at AUA. You are expected to discuss some of the issues and concerns that you dealt with during the internship, and how they related to theories, models, texts, or authors covered in your studies. How much could you apply what you had learned in you previous coursework? You should choose one of the following themes**:**

a. Major Project. Describe one major project you were responsible for. If you did not have one major project, include a description of the tasks, activities, and deliverables for which you were personally responsible. Be clear to differentiate your role from the group if you worked within a group setting. We encourage you to include copies of deliverables you prepared as appendices to the report, if you feel they will help in assessing your contribution or if they add clarification to the project or work you performed.

b. Business Problem. In some cases, interns analyze a business problem and provide the results of the analysis to the employer in the form of a written report. In these cases, you can use this material for the purpose of submitting the final internship report. In general, the business problem report should include sections on the problem statement (definition of the business problem); research and tools applied to analyze the problem (SWOT, portfolio matrices, organizational capacity or financial analysis tools, marketing research, etc); formulation of different

alternatives to address the issue or problem; and recommendation and justification of the best alternative.

c. **Marketing or Business Plan.** If you choose this option, verify with your employer the format s/he wishes for you to use.

D) Self - Evaluation. Length: 3-5 pages.

In this part you provide a comprehensive explanation of the benefits of the internship, both academically and professionally. You discuss the degrees to which your internship learning objectives were or were not met by the experience, and why. You need to review and analyze each learning objective that you had set at the beginning of your internship. What were the actual results compared to what you had planned or anticipated? Discuss aspects of the job that you feel you did well, and ways in which your performance could improve. How did you contribute to the organization? Did you learn new skills? If given the chance, what would you do differently? Also expand on how you see the internship experience influencing your future career.

Use the list below to prompt your reflections; it is not necessary to respond to every statement or question every day.

A) Cognitive Reflection: Examine the skills and knowledge you acquired from your experience.
   I. Identify new or enhanced skills acquired from your experience
   II. List three situations where you utilized your new or enhanced skills.
   III. What academic experiences did you utilize during your work experience?
   IV. What knowledge (information) did you acquire from your work experience?
   V. How can you utilize this knowledge in your future work experience?

B) Work Culture Reflection: Examine your work style preferences and how you interacted with specific work cultures and work processes.
   I. If you could improve one aspect of working with the team, what would you improve and why?
   II. What decisions did you make? How did you make your decisions? What were the outcomes of your decisions?

C) Affective Reflection: Examine what you feel as a result of your experience (emotions and attitudes).
   I. Which aspects of your job did you most enjoy? Why?
   II. What did you like or dislike about the work environment/atmosphere?
   III. What would you change about your experience?
   IV. How do you feel that your work contributed to your employer?

V. How will your feelings related to the experience impact future career choices?

E) Challenges or concerns. Maximum length: 1 page. This is an optional statement on any problems, concerns, or issues that you feel need to be raised to the attention of the SBM faculty and the MBA Coordinator of Internship Program.

3. Bibliography

This page is a list of all sources that you have consulted even if you have not cited them in the Report. The BIBLIOGRAPHY shall be single spaced with double spacing between entries. If the entry is longer than one line, the second and subsequent lines must be indented 5-8 spaces. The heading BIBLIOGRAPHY should be centered at the top of the page.

4. Tables & Exhibits

Tables and exhibits (figures, drawings, charts, diagrams, photographs, flow charts, etc.) should be inserted into the main body of the text as soon as possible after they are first mentioned. If they are too large to follow immediately the part of the text relating to them, the text should be continued and the table or exhibit placed on the page that follows.

Tables and exhibits should be separated from the text both above and below them by four single spaces. A table or an exhibit larger than one half page is better placed on a separate sheet. A table or an exhibit of one page or less in length should not be divided and presented on two pages. A table or exhibit that is too wide for the page may be placed lengthwise ("landscape") on the page. Oversize tables and exhibits may also be reduced to a scale that can still be read easily.

All tables should be numbered consecutively throughout the report. The table title should be in capital letters, the heading TABLE followed by the corresponding number (for instance, TABLE 12: ARMENIAN INTEREST RATES 1990 - 2010) should be centered at the top of the page.

Likewise, all exhibits should be numbered consecutively throughout the report. The exhibit title should be in capital letters, the heading EXHIBIT followed by the corresponding number (for instance, EXHIBIT 8: GRAND CANDY'S PRINT ADVERTISING COPY – MAY 2012) should be centered at the top of the page.

Tables should be listed on a separate list following the TABLE OF CONTENTS if your report contains more than three tables. Exhibits should be listed on a separate list following the TABLE OF CONTENTS and LIST OF TABLES (if any) if your report contains more than three exhibits.

5. Appendices

The appendices, if any, appear at the end of the report. In this part you can present additional information and supporting materials, blank record forms, extensive tables of raw data, graphs, charts, etc. that can help the reader better understand your internship/project experience. In other words, here you will include all secondary and complementary facts and data that can add to the credibility of your work and the reader's appreciation.

The heading APPENDIX followed by the corresponding number (for instance, APPENDIX 12: CONSUMER SURVEY BLANK) should be centered at the top of the page.

> > > Final Report Format

Your Report should be written at graduate level according to content, clarity and form. You are expected to utilize APA format style[2]. The Report serves as evidence that you have performed a significant and acceptable internship as a requirement for the MBA degree.

The Report should be carefully written and edited. Please keep in mind that neatness and correctness in form, style and grammar are second in importance to the accuracy and soundness of the content. You, as author, have to assume primary responsibility of both the content and the format of the Report.

The AUA SBM, as the repository of the Report, has a responsibility to ensure that certain standards are met. This section of the Internship Guide can assist you in preparing an acceptable document and your close attention to it will increase the probability that the Report will be acceptable when you submit it to the MBA Internship Coordinator.

Length

The body of the Report should be approximately 10-12 pages (not including the title page, table of contents or any exhibits or appendices). Please note that if you insert images, tables and charts in the main text, they will not count towards overall page length. Attempts to boost the volume of the work in artificial ways (repeating, deviating from the main subject, including unnecessary information, using wordy style, etc.) will lower your grade.

Technical Requirements

1. Paper

White paper, A4 must be used. The report is to be typed on only one side of the paper.

2. Spacing

A. Double spaced: table of contents, general text
B. Single-spaced: Executive Summary, Acknowledgements, tables, long quotations, footnotes.

[2] The following websites provide you with extensive APA Citation guidelines:
http://www.liu.edu/cwis/cwp/library/workshop/citapa.htm
http://www.library.cornell.edu/newhelp/res_strategy/citing/apa.html
http://owl.english.purdue.edu/owl/resource/557/01/

C. Appendices may be either single or double-spaced.

No "widows" or "orphans" are acceptable. A widow is a single line of text at the top of a page, with the rest of the paragraph left behind on the previous page. An orphan is a single line of text at the bottom of a page, with the rest of a paragraph continuing on the next page. At least two lines of text at the top and bottom of a page are required, even if a new paragraph or subsection follows directly. Most word processing software allows setting your preferences to control page breaks.

3. Margins

Right hand margin justification is optional.

All pages (from the first sheet of paper through the last) must have margins of 3.5 centimeter on the left side to ensure sufficient room for binding the work and 2.5 centimeters on the other three sides.

When material is placed lengthwise on the page ("landscape") you must have margins of at least 3.5 on the topside.

4. Font

"Regular" characters such as Times New Roman, Ariel, Cambria and Calibri are recommended.

Keep the number of different font styles and sizes to a minimum. Use 11 size font for the main text and for the rest (headings, subheadings, footnotes, etc.) must be no more than 2 points larger or smaller.

5. Errors & Correction of Errors

You are expected to proofread the Report carefully. Errors in grammar and spelling damage the effect of the Report and will lower your grade.

Erasures should be avoided. Corrections made by hand, or the use of chemicals such as correction fluid are not acceptable.

6. Pagination

Preliminary (pre-text) pages are numbered consecutively using small Roman numerals (i for one, ii for two, iii for three, iv, v, vi, vii, viii, ix for nine, x for ten, etc.). The first page showing a number will be page ii; the cover page counts as page i, but the number does not appear.

Arabic numerals (1, 2, 3, 4, etc.) are used starting on the first page of the text and continuing throughout the rest of the Report, including the bibliography and appendices.

The numerals must be placed consistently in the center of the bottom margin.

7. Other Recommendations

Diction & Tone:

Diction is the register, the choice of words based on the situation or context. In your Report, it should be formal. Your attitude toward the subject should be serious. Casual or conversational tones should not be used.

No abbreviations should appear in chapter headings or subheadings. Also, sentences should not begin with abbreviations, symbols, letters or numbers. Ampersands (&) may not be used in the body of the text.

Foreign Terms:

Non-English terms should be underlined or italicized.

SAMPLE 1: COVER PAGE

American University of Armenia
Master of Business Administration
BA393: Internship

Internship Organization: Grand Cake
Internship Position: Market Research Coordinator
Internship Period: 14.04.2012 – 19.07.2012
Supervisor: Ms. A. Aslanyan
Title: Vice President of Marketing

Identifying New Customer Segments in the Chocolate Market:
Analysis of a Market Survey

An Internship Final Report

John Smithyan
700000
15.07.2012

SAMPLE 2: ACKNOWLEDGEMENT

ACKNOWLEDGEMENTS

I would like to thank the supervisor of my internship, Ms. Markosian, and all my colleagues at the Department of Media and Public Relations of XYZ for their support and assistance. They provided guidance in all areas that helped me accomplish my internship goals and enjoy myself in the process.

I would also like to acknowledge Professor Armen Sirikian who was extremely helpful to me during my internship search.

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