



UNIVERSITY OF AMSTERDAM

MASTER INTERNSHIP MANUAL

MSc Business Administration

Applicable as from the academic year 2015-2016

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1. Goals of the internship

Introduction

Master students are given the opportunity to follow an internship after the completion of their master thesis. In particular exchange students are encouraged to do an internship. During the internship, students work full-time at the company for a period of 3 months (12 weeks). The focus of the internship is the resolution of a specific project in which the student acts as an internal consultant to the firm.

Doing an internship will provide you with an unique opportunity to experience business life, to put the theories you have learned to practical use, and to apply relevant –and learn- relevant business skills. As such it is a great way to build your resume and a fantastic stepping-stone for your future career.

In order to start the internship students are required to:

- have finalized all components of their **60 ECTS** curriculum within the nominal timeframe of the programme (12 months for students who started in September, 14 months for students who started in February).
- Have an enrolment for the MSc programme in which they wish to do an internship.
- Inform themselves on the necessary procedures as described in this document.

The main characteristics of the master internship are that:

- It is a full-time activity, lasting at least 12 weeks, the equivalent of 480 working hours.
- It will be awarded with 15 ECTS (of extra-curricular points).
- It will start after you have completed your master thesis (for details on procedures and gateways see chapter 6 and 7).
- It needs to be supervised by an academic staff member of the Amsterdam Business School and a company supervisor.
- It focuses on a main assignment -a problem- that the student needs to resolve (at least 70% of the time).
- It is academic in its content but pragmatic in its approach (students will draw from theory to analyze and resolve the identified issues using the so called McKinsey method).
- Students need to be registered (for details on procedures see chapter 2).
- Approval is based on an internship proposal.
- The problem described in the internship proposal must be of a master level and in line with the track of the student (e.g. Strategy, Marketing, International Management, Leadership & Management, Entrepreneurship & Innovation, Entrepreneurship & Management in the Creative Industries).
- The Internship Proposal needs to be approved by the your academic internship supervisor and your company supervisor.
- It will involve a contract between the student and the organization (non-EEA students are in addition required to sign the standard Nuffic contract; appendix 5).

- It will culminate into a document containing a description of the organization, the consultancy report, and a self-reflection report.
- It will be evaluated and graded on the basis of a transparent system (see chapter 2).

In the remainder of this document more is explained on the nature of the internship and its learning goals as well as the procedures and formalities students should be aware of.

The nature of the master internship

The assignment

For all tracks, students take on the role of an internal consultant working on a clearly demarcated organizational problem or opportunity. Students should work on a specific project they are responsible for in terms of coordination and problem resolution. This project should be a substantial part of their time spend at the internship (at least 70%).

Problem definition

Students are required to formulate a strategic problem of sufficient complexity in the sense that it is both sufficiently challenging as well as that it can be realistically resolved within the set timespan. In close collaboration with the company supervisor and academic internship supervisor the final research questions should be determined. This problem can have an internal or external focus. As such it can relate to for example the organization itself, its markets, its clients, its products, its innovation strategies or policies.

A hypothesis driven, problem solving approach

In line with the general consultancy driven approach, students will employ the so-called 'McKinsey consultancy method'. The McKinsey method is a hypothesis driven problem-solving and fact-based approach (Wiebes, Baaij, Keibek, Witteveen, 2007) that is dominant amongst strategy consultancies (and consultancies in general). Central to the McKinsey method is the Minto Pyramid Principle (Minto, 2006). Students should seek to ground their analyses and recommendations on objective data as much as possible. Students must establish a clear chain of evidence (Eisenhardt, 1989).

Use of academic toolbox

During the process, students are stimulated to rely upon academically validated and reliable research methods as well as draw upon different theoretical lenses and frameworks to describe the situation, understand the trigger(s) for change, and make suggestions of how to move from the current undesired situation onto the future desired situation.

Other activities

Besides the assignment, students work together with their colleagues on ongoing activities. As the assignment, these activities should be at the master level. It is important that the students discuss the nature of these activities with the company supervisor and academic internship supervisor in time in order to verify whether these



activities meet the stated requirements (master level). In general these activities should match those performed by recently graduated students.

Learning goals of the internship

One of the qualifications of the master in business administration at ABS is the ability to interpret and analyze practical business problems and resolve them in a pragmatic way by applying theory as well as business skills. The master internship contributes to this qualification as part of the professional and educational development of the student. As mentioned, the internship is set up as a small project in which the student has to coordinate and resolve a specific organizational problem. After completing the internship, students have:

- a) increased their ability to apply theories and frameworks to organisational issues;
 - b) increased their ability to use and apply academic research methods and/or problem solving methods to practical issues;
 - c) increased their capacity to formulate and translate the outcomes of their analyses into a well-balanced judgment;
 - d) increased their capacity to communicate and present their findings into a well-crafted and clearly formulated advise for the internship company;
 - e) the ability to apply systematic approaches that can be used in operational and advisory roles;
 - f) the ability to coordinate and interact with different stakeholders that are involved with the internship project;
 - g) the ability to independently set-up and manage their own research project;
- the ability to report and reflect on the learning process and how the above learning objectives were met within the context that is representative for a junior position after graduation.

Guidelines for selecting an internship

Selecting an appropriate internship is vital for both the learning goals of the internship as well as the personal interest of the student. There are five selection criteria that students can employ that help them make a deliberate choice, knowingly: relevance of the assignment, independence and responsibility, the ability to hone and acquire practical skills, the opportunity for self-reflection, and career perspectives that the internship offers. Each of them will be discussed below.

What is a good internship?

- *Relevance of the assignment and the other internship activities*

Students need to take the level of the assignment as well as the other activities in consideration when selecting an internship. They need to be at the master academic level and in line with the student's specialization track of the Business Administration program.

To determine whether or not the assignment is indeed at an academic master level, students need to be able to argue which theories or frameworks they will likely use to answer the defined research question specified in the internship proposal. Likewise, the other activities students perform should be comparable to recently graduated master students with a similar educational background.

- *Independence and responsibility*

Students should manage a specific project with clear demarcated boundaries that can be completed within the timeframe of 3 months. Although the student can

work together with others in order to complete the assignment (is in fact beneficial for the learning experience), the final responsibility should lie with the student. This is important for the evaluation of the outcomes of the project, the role the student played in successfully managing the project, as well as providing the student with a rich learning experience.

- *The ability to hone and acquire practical skills*

An internship offers students the opportunity to refine and acquire practical business skills. It is recommended students choose an internship organization that provides them with the greatest opportunities to acquire those skills. This learning experience can be maximized when students choose an internship organization that is engaged with activities that the student wants to acquire him or herself as well. Students are advised to create a list of specific skills they want to learn and use that list as a basis for selecting a suitable internship.

- *The opportunity for self-reflection*

The value of an internship is greatly increased when it provides ample room for reflection. Although the novelty of the experience on its own is likely to spark some contemplation, the organizational context has an influence as well. Students are advised to schedule regular formal feedback sessions with their company supervisor (at the very least at the beginning, after 1,5 months, and after completion of the internship) as well as with other colleagues. In addition students should actively seek out more informal feedback on a continuous basis. Internship organizations that seem reluctant to agree on this ex-ante, are less likely to be a suitable partner.

- *Career perspectives that the internship offers.*

An internship offers students with an excellent opportunity to explore a specific sector or job-profile, but also offers them a steppingstone to pursue a career in a specific industry. When selecting an internship students should try to match their career interests with the internships they are interested in.

The internship proposal and the internship report

The internship proposal

The internship proposal consists of a detailed description of the research project (the main assignment) and a description of the nature of the other activities the student will perform in the remainder of the time.

The *research project* should detail at least the issue, the research question, and the desired and undesired situation¹. The student should also explain which theoretical lenses or frameworks he/she expects to use to analyze as well as resolve the identified issue. Moreover, the student should articulate how this research project falls in line with the specific track the student has chosen.

The *other activities* should be described such that the academic internship supervisor is able to assess whether they indeed are of a 'master level' i.e. that they match the activities performed by junior employees with a comparable master degree. The internship proposal should not exceed 4-7 pages.

¹ See the Black Board page for a detailed explanation on the McKinsey Method or refer to the recommended literature.

The internship report

The final internship report is composed of three different documents, each of which captures different aspects of the learning experience of the master student (and as such are connected to the previously defined different learning goals).

The description of the organization

- A description of the organization, institution or company where you are doing the internship. This also includes an outline of the working environment in which this organization or business has to operate, e.g.:
 - ✓ A description of the company and markets in which the company operates; if appropriate: level of internationalization (sales, markets, geographic dispersion, management).
 - ✓ If appropriate: internationalization paths and modes.
 - ✓ The company's strategy.
 - ✓ Major challenges faced by the company regarding its industry and strategy.
- A description of the department where the student is doing the internship along with the tasks performed by this department. Also, a description of the organizational relationship between this department and the rest of the company, e.g.:
 - ✓ The structuring and control of organizational activities
 - ✓ The role of headquarters vis-à-vis local units
 - ✓ Centralization and decentralization of decision making
 - ✓ Major challenges faced by the company regarding its organization and management.
 - ✓ Organization culture (e.g., communication patterns, use of time and space).
 - ✓ Leadership and management styles.
- A treatment of the products or services that the company or institution offers to the public.
- The work report should not exceed 6 pages.

The consultancy report

The final report should be in PowerPoint format and contain no more than 25 slides (excluding title slide, agenda slides, and appendices). Each slide should be accompanied by maximally one 'note page' to make the presentation self-explanatory.

The report should follow the Minto Pyramid Principle (see: Minto, 2009: The Minto Pyramid Principle. Logic in Writing, Thinking and Problem Solving).

Sub-issues should be MECE (mutually exclusive, collectively exhaustive).

More information on these principles and how to apply them can be found in the PowerPoint presentation on Black Board ([url](#)).

The appendices should include the following items:

- The situation-trigger framework
- The issue tree
- The work plan with the analysis designs
 - ✓ The work plan (maximum of 5 PowerPoint slides) should consist of the following parts:
 - For each question at the second level of the issue tree an analysis design should be made.
 - For each analysis, the required data and the probable data source

- should be specified.
- Based on the analysis designs and the data (sources), a work plan should be developed.
- The paper version of the report should be in the 'note page' - format (print on one page both the slide and the notes).

The self-reflection report

Students are expected to examine their own work procedures critically and to discuss the how and why of their own conduct. Students can do this by providing a description of their role within the department, and a critical reflection on their own suitability for this internship (skills needed at beginning of internship) and the connection between the Master program and the internship (relevant courses); Some questions to address:

- a. What did you expect/want to learn from the internship?
- b. What did you learn?
- c. Which knowledge and skills did you lack at the start of your internship assignment, and which study components proved to be the most useful?
- d. How did the internship contribute to your professional development?
- e. A strength/weakness analysis of your own performance. (Caution: this does not refer to your "weakness" as a student, but rather to the ability for critical introspection);
- f. What are the implications for a first job? What would you do differently in your first job? The self-reflection should not exceed 3 pages. You can make use of the Company evaluation form (appendix 3) for inspiration!

2. The procedures and formalities of the internship

Planning of the internship process

When to start an internship?

There are four moments during the academic year to start an internship. Note the administrative deadlines that lie before the starting date. Students are expected to finish all study components of their curriculum, including the thesis before they can start their internship. Starting moments and prior deadlines can be found in the table below.

	Student: request study programme check, on or before	Administration: confirmation entry requirements are met, on or before...	Student: Re-enrol for MSc on or before...	Student: hand in forms at the admin. before	Student: start internship, around...
Semester 1	31 July	15 August	31 August	1 September	1 September
Semester 1	30 September	15 October	31 August	1 November	1 November
Semester 2	29 February	15 March	31 January	1 April	1 April
Semester 2	30 April	15 May	31 January	1 June	1 June

Students who decide to follow an internship parallel to their master thesis will not receive the 15 EC extra-curricular points.

How to get an approval to start with your internship?

1. Find an internship and contact course coordinator

The student is responsible for finding an internship. Tips and tricks can be found in chapter 3 of this document. Once the student has an internship or company in mind he/she approaches the academic internship coordinator (course coordinator), as stated in the course catalogue.

2. Discuss the suitability of the internship and get a supervisor assigned

The academic internship coordinator provides initial validation regarding the suitability of the internship (note that the final decision lies with academic internship supervisor). The academic internship coordinator assigns an academic internship supervisor. The student is responsible to get a company supervisor assigned by the internship organization.

3. Approach academic internship supervisor and the company to discuss internship

Discuss the content of your internship before you start your internship proposal.

4. Start writing internship proposal

The content of the internship proposal should be discussed with the academic internship supervisor and the company supervisor.

5. Request check of entry requirements

Students should request the administration to check whether they meet the entry requirements through one of the following links:

- Dutch: <https://uva-ac-acc.topdesk.net/tas/public/xfg/febinternship>
- English: <https://uva-ac-acc.topdesk.net/tas/public/xfg/engfebinternship>

Deadlines for this action can be found in the table on the previous page. Students will be informed about the result within two weeks after the deadline. The entry requirements are: *Students need to have finalized all components of their 60 EC curriculum within the time frame that is given to nominal students (for students who started in September this is 12 months; for students who started in February this is 14 months, including the thesis deadlines)*

6. *Re-enrolment in the MSc Business Administration*

Students must be enrolled for the MSc Business Administration during the internship. To re-enrol in Studielink for a Master's programme, in case of an internship in semester 1: <http://student.uva.nl/eco/az/a-z/a-z/content/folder-2/enrolment/re-enrolling-in-a-study-programme/re-enrolling-in-a-masters-programme/masters-re-enrolment/masters-re-enrolment.html>

Students aiming for the second starting moment of the semester (1 November and 1 June) should keep in mind that the deadline for re-enrolment is 31 August and 31 January. In case the entry requirements are not met students will experience financial consequences. It is therefore crucial that students know themselves whether they meet the entry requirements before they decide to start an internship and re-enrol.

7. *Get the internship proposal approved and sign contracts*

The academic internship supervisor makes a go/no-go decision based on the internship proposal. If approved, the internship proposal should be signed by the academic internship supervisor, the student and company supervisor. Once the internship proposal has been approved, the internship contract, which can be found in the appendix, should be signed. **Company contracts are not allowed.** International students only have to fill out the Nuffic contract (part I and II).

8. *Hand in signed forms and get course registration*

Course registration will be processed by the administration. In order to be get a course registration and Blackboard access students should hand in the following forms, before deadline as stated in the table above:

- Signed internship contract (or Nuffic contract, part I and II, for int. students)
- Signed internship proposal
- Signed thesis progress approval form
- If necessary, a Nuffic agreement and confidentiality agreement

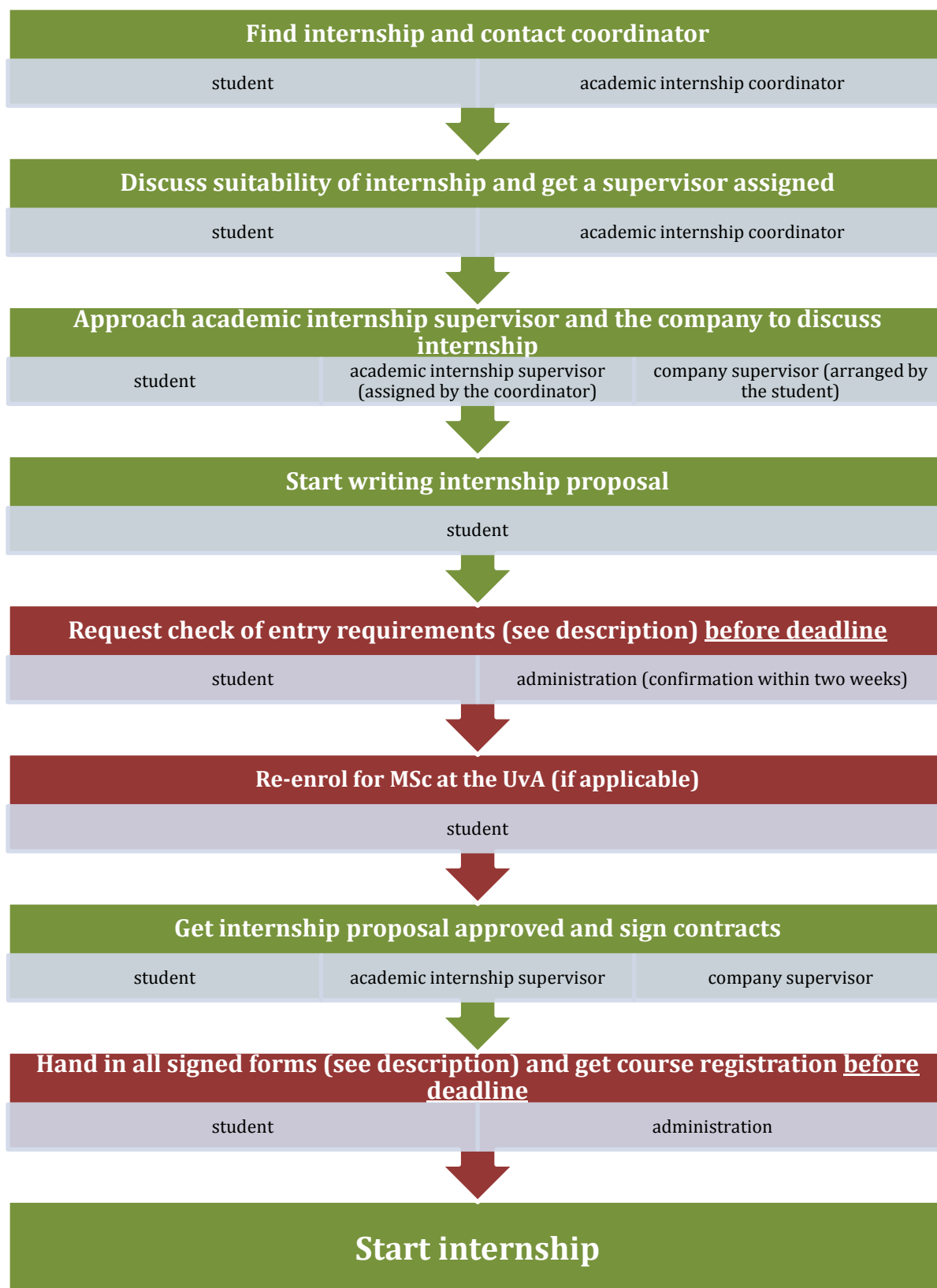
All of the above forms will be checked at the student desk, while the student is waiting. If the entry requirements are met and all forms have been checked, the student will be registered for the internship course and added to the Blackboard page of the internship of their programme.

9. *Start internship*

Once students have been registered for the internship by the administration they can start their internship.

Note for international students: In case the internship exceeds the period of the residence permit, students should apply for an extension of their permit two months in advance. More information can be found under 'practical tips'.

Overview of steps to start internship



How to progress and finalize an internship?

1. Discuss internship progress

Students should organize regular meetings with their academic internship supervisor and the company supervisor.

2. Write internship report and hand it in

Details on the report can be found in this document. Students should hand in the final report with their academic internship supervisor within two weeks after they finished their internship (10 working days) both in hard copy and digitally (by mail).

3. Apply for degree certificate

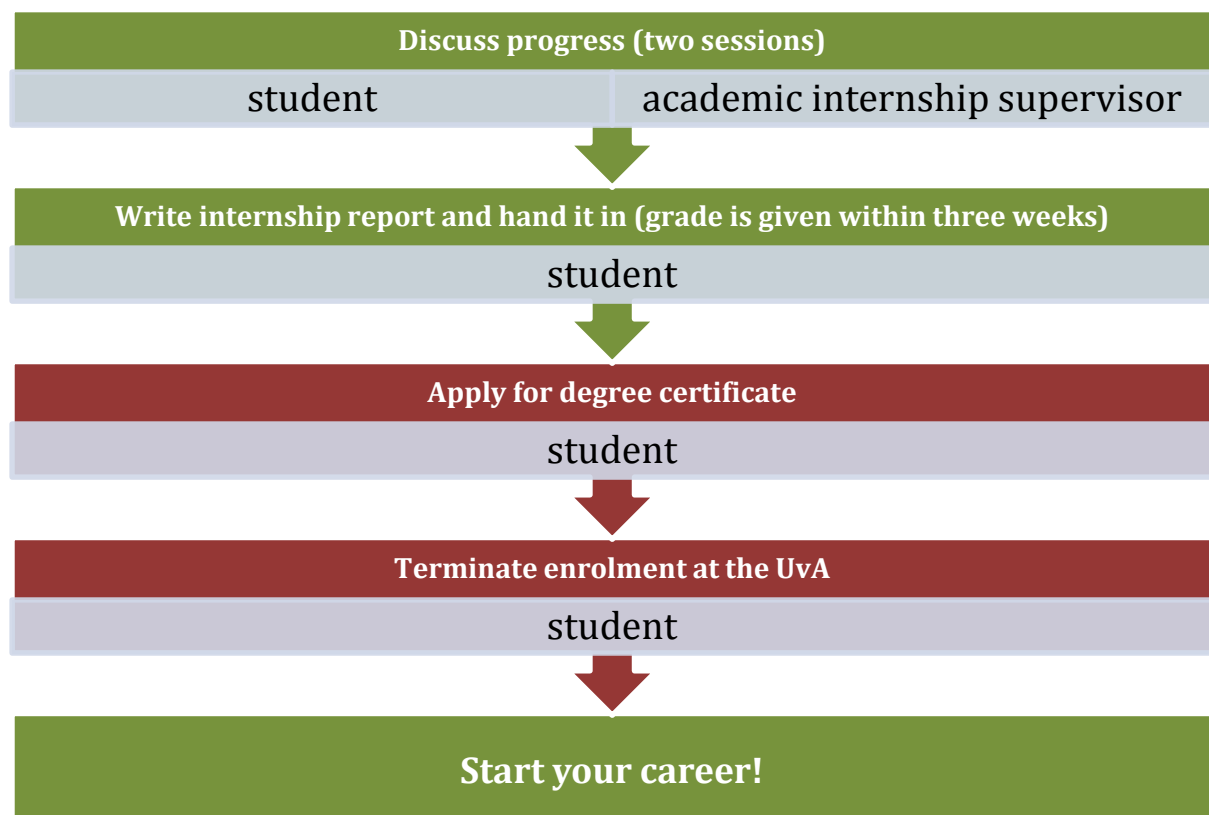
<http://student.uva.nl/eco/az/a-z/a-z/content/folder/graduation-and-requesting-a-degree-certificate/how-to-apply-for-a-degree-certificate/how-to-apply-for-a-degree-certificate.html>

4. Terminate enrolment at the UvA

<http://student.uva.nl/eco/az/item/termination-of-enrolment.html>

Both of the above steps can already be taken before a grade has been awarded to the internship.

Overview of progress steps to finalize internship



Internship supervision

Role of the academic internship coordinator

The academic internship coordinator has the following responsibilities:

- Oversees the overall coordination of the internship program.
- Is responsible for the final quality of the internships and the internship reports.
- Assigns academic internship supervisor.
- Acts as mediator if conflicts are to arise.

Role of the academic internship supervisor.

The academic internship supervisor has the following responsibilities:

- Supervises the internship, focus is on the academic content (i.e. quality of analyses, quality of theory application, quality of research design etc.)
- Has three different consultation sessions with the student (one in preparation of the internship proposal, one intermediate session, and one final session on the final draft internship report).

Other important stakeholders regarding the internship process.

An important role is played by the company supervisor. The company supervisor has the following obligations:

- Introduce the student to the organization
- Arrange work facilities
- Schedule formal feedback sessions (three at a minimum).
- Provide the student with a formal assessment (also partly determines the grade of the student).

Procedures for conflict resolution

When conflicts arise between the student and the academic internship supervisor the academic internship coordinator will act as a mediator. If necessary he can assign a new academic internship supervisor. If matters cannot be resolved by the academic internship coordinator, the examination board of the FEB will make a binding decision. When conflicts arise between the student and the internship organization, the student can contact the academic internship supervisor to see whether they can resolve the issue (all issues between students and internship organizations must be reported to the academic internship coordinator, also when they have been successfully resolved). If unsuccessful, the academic internship coordinator can then try to resolve the issue in consultation with the academic internship supervisor, the internship organization, and the student. In the end however the student will be responsible for managing the relationship with the internship organization.

Evaluation criteria

The final grade for your internship will be mainly determined by the internship report, which has to be graded by your academic internship supervisor.

Your academic internship supervisor will also take into account:

- The quality of the internship proposal
- The outcome of the company evaluation

Please note that although the internship itself may be quite practical in character, the learning effect and the appreciation by the company will increase if you succeed in showing links between theory and practice. If you are able to refer to ideas, models, and concepts learned in the study program, and if you are able to recognize and describe situations in your internship company using your 'study vocabulary', the value of your internship will definitely increase.

Another point of attention is the way you 'tackle' the subject. Again: appreciation increases if you are able to make use of the methodology learned during studies, both with regard to the conceptual framework as with regard to the use of quantitative and qualitative research techniques.

Below you will find an overview of the various components and the respective requirements for the different qualifications (grades) for the internship report.

Internship assessment grid

	Internship proposal (30%)	Application of theory (30%)	Relevance & applicability (30%)	Writing (10%)
Excellent (10)	Innovative and promising; highly visible application of theory of one or more functional areas; of high interest for both the company and the School; the highest a student could aim for	Excellent application of quantitative and qualitative methods; very strong match between content of several master courses and the assignment; very strong theoretical framework.	Of immediate use for company, leading to visible profit or improved position on the market; bringing science a step forward, report to be used in further academic research	Brilliant report, a pleasure to read, short but comprising text, well-structured. Very advanced level of grammar, spelling, vocabulary and style
Very good (9)	Promising; strong application of theory of one or more functional areas; highly relevant for both the company and the School; very high learning effect for the student.	Advanced use of one or more Q&Q methods; strong match between master program and assignment; strong theoretical framework.	Very useful for the company; very strong relationship to current research	Very well-structured report; advanced level of grammar, spelling, vocabulary and style
Good (8)	Strong application of theory within one functional area; highly relevant for the company; high learning effect for the student.	Good use of one or more Q&Q methods; good match between master program and assignment; clearly visible application of theory.	Useful for the company; strong relationship with current research	Well-structured report, good level of grammar, spelling, vocabulary and style
Sufficient (7)	Visible application of theory within one functional area; relevant for the company.	Good use of one Q&Q method; visible match between master program and assignment; visible application of theory	Potentially useful for the company, but mainly at departmental level; potentially useful for science, but needs to be extended then	Structured presentation of gained insights, probably longer or shorter than desired, fair language level

Pass (6)	Application of theory only indirectly visible; not directly relevant for the company	Visible use of at least one Q&Q method. Weak link between master program and assignment and/or theory (almost) invisible.	Not particularly useful for the company or for science, but mainly useful for the student as a learning process	Poorly structured report, but reasoning line still present; only sufficient use of language
Fail (<6)	No visible application of theory, no relevance for the company	No use of Q&Q methods; no link between master program and assignment; no application of theory	Irrelevant for the company, for science and for the student	No visible structure, not appealing for the reader, below threshold regarding spelling and style

3. Practical tips

How do I find an internship?

Tips and tricks.

There are different possibilities to find an internship, all of which require a proactive attitude:

- Check company websites for information on internships and online application
- Use your network: people you know that have done an internship or who work in a company
- Visit career days and company presentations, organised by student associations of UvA Economics and Business
- Drop by the [Careers Centre](#) and let them advise you on finding a suited internship
- Have a look at [UvA Job Board](#), the job platform exclusively for UvA student and recent graduates.
- Have look at the internship database of the [Sefa](#), the study association for students of Economics and Business
- Register with [Integrand](#), a student organization that operates as an intermediary between companies and students
- Register with [Aiesec](#) if you want to do an internship abroad. It is a student organisation that operates as an intermediary between companies and students
- Register with the Marketing Association Amsterdam if you want to get inspired by new marketing related ideas, developments and activities. The [MAA](#) is a student organisation that operates as an intermediary between students and companies. You do not need to study Marketing in order to join MAA.
- Last, but not least, send open applications to companies of your preference

Fortune favors the prepared

Especially multi-nationals and consultancies get a lot of requests from students for internships. This makes the internship market a very competitive one. As a student you need to make sure that you stand out from the crowd. The best way to do that is to demonstrate there is a close match between you and the internship organization. This means you will need to find out all you can about the organization and try to formulate an initial research question. Companies tend to value such a proactive attitude.

When contacting the organization, you as a student are advised to have a detailed understanding of:

- What one would like to do (especially in regard to the assignment).
- Why this identified problem is of relevance for the organization.
- Why you want to investigate this specific problem with the particular internship organization.
- Why you have the qualities necessary to successfully complete this assignment in particular and be a valuable resource to the organization in general.

Rules of engagement in the Netherlands.

The Dutch are known for their direct and non-hierarchical style of communication.

When approaching potential internship organizations students should be sure to have a personal pitch ready. This pitch should include a 30-45 second introduction of who you are, and what you are looking for (type of internship assignment). Practice a couple of

dry runs before making cold calls. In addition, students should at the very least read up on the background of the organization (activities, markets, products, services, and general strategy). This is key in order to take the conversation beyond the initial pitch. In this regard students should also have an idea why the general idea of the kind of internship assignment would fit with the respective organization. It is worthwhile to check LinkedIn for people that might be relevant to talk to in regard to the internship within the organization. Send them a message through LinkedIn, or alternatively, ask the secretary to redirect to that specific person in relation to the possible questions related to a potential internship. As always, be polite.

Financial compensation

There are no fixed rules for compensation; some companies might not even offer you any compensation at all. International students should keep in mind that compensation might have consequences for their visa or insurance. Dutch students should check whether a compensation might affect their student grant from the IB-Group.

Insurance, grants, and visa

- It is required that students check whether the company offers a liability insurance. If not, the student should arrange this insurance him/herself.
- For most internships, having student insurance is sufficient. Depending on your financial compensation you might need to take out basic Dutch health insurance. For the most up to date information: <http://www.uva.nl/en/education/master-s/practical-matters/insurance/insurance.html>
- Students from a non-EU/EEA country will need a study residence permit. For the exact requirements: <http://www.uva.nl/en/education/master-s/practical-matters/visas-and-permits/visas-and-permits.html>

Confidentiality agreement

As a rule, your internship report will remain confidential. Some companies explicitly ask interns to sign confidentiality agreements for their internship report. As the reports are always confidential, this is redundant. Still, there is no harm in signing such an agreement if the company insists.

Internship report will – aside for the student - only be accessible for the company supervisor, the academic internship supervisor and the student administration. For future students doing an internship, it could be of interest to have access to a sample of former internship reports. For this reason, students taking an internship are asked to check with their company supervisor if he/she would allow for making the report available for a larger audience. To this end, a form has been included as appendix 5.

Working permits/trainee agreement

For an internship students do not need a working permit. They do need a signed internship contract. International students must in addition use the Nuffic 'Dutch Student – trainee Agreement'. Non-EEA students can follow the internship under the student Visa as long as their curriculum and the internship take place within 15 months. For more information on working in the

Netherlands: <http://student.uva.nl/en/az/content/working-in-the-netherlands/working-in-the-netherlands.html>

Competition clause

Students should be careful when signing a so-called "competition clause". Some of these contracts could virtually prevent students from finding work in this branch after finishing the internship. Cooperation with the company should be a question of good faith. Also remember that as an intern, students are also representing the university.

Internships abroad

An internship abroad can bring students an extra dimension to their experience. Students should inform themselves extensively as this might bring along more practical preparation. The following website can help in this matter:

<http://studyabroad.uva.nl/internships--research/internships.html>

4. Appendices

Appendix 1: The internship proposal

Master Internship Proposal Form, Amsterdam Business School, University of Amsterdam

Students should hand in the internship proposal in word format (4-7 pages). The following information should be incorporated:

First page

Title of the project:.....

Name student:.....

Student number:.....

Address:.....

Postal code & city:.....

E-mail:.....

Phone:.....

Signed after approval of the internship proposal:

.....

Name academic internship supervisor:.....

Address:.....

Postal code & city:.....

Country:.....

Company coach:.....

E-mail:.....

Phone:.....

Signed after approval of the internship proposal:

.....

Name internship organization:.....

Address:.....

Postal code & city:.....

Country:.....

Company coach:.....

E-mail:.....

Phone:.....

Signed after approval of the internship proposal:

.....

Start internship:...../...../.....

Completion date internship:/...../.....

Second page and onwards

Description of the internship assignment

- General description of internship assignment
 - Description of the issue
 - Description of the research question
 - Description of the desired and undesired situation
- What are the theoretical lenses/frameworks that are likely to be applied to resolve the identified issue?
- How does this assignment fall in line with the specific track the student has chosen?

Description of the 'other' activities.

- Be as specific you can be.

Appendix 2: The internship contract for Dutch students

Internship contract

*between the Faculty Economics and Business, the student worker and
student work-placement organisation*

The undersigned

1. The academic institution, represented in this matter by the academic internship supervisor of the MSc Programme Business Administration of the University of Amsterdam

name:
address:
postal code:
city:
phone:
email:

to be referred to hereafter as ***the academic organisation***

2. The organisation providing the student work-placement, represented in this matter

name:
address:
postal code:
city:
phone:
email:

to be referred to hereafter as the ***work-placement organisation***

3. The student

name:
address:
postal code:
city:
phone:
email:

to be referred to hereafter as ***the student worker***

are agreed upon the following:

Article 1

1. The student work-placement organisation will provide the student worker with an opportunity to conduct a student work-placement, as described in the student internship proposal, in the context of his/her studies in the MSc Business Administration, under the

guidance of at least one supervisor, within its organisation in the department, for the duration of the student work-placement period.

2. The internship proposal has been agreed upon by the student worker and the academic internship supervisor. The internship proposal may only be amended if all three of the above parties agree to this.
3. The student work-placement organisation will only assign those activities that are considered appropriate within the context of the internship proposal and will ensure regular supervision and support of the student worker.

Article 2

1. The student work-placement period will be as follows:
Starting date of the student work-placement period:/...../.....
Final date of the student work-placement period:/...../.....
2. The student worker will observe the working hours which apply within the student work-placement organisation, unless otherwise stated in the student work-placement plan.

Article 3

1. The student work-placement organisation appoints as company supervisor:

name:
address:
postal code:
city:
phone:
email:
position:
2. The academic internship coordinator appoints as academic internship supervisor:

name:
address:
postal code:
city:
phone:
email:
position:
3. The company supervisor, academic internship supervisor and student worker will assess the progress of the student work-placement at specific moments in time, which they agree upon together. Evaluation of the student worker will take place in the manner described in the student work-placement plan.

Article 4

1. The student worker will be entitled to ... unpaid day(s) of leave per month. In addition, the student worker will be entitled to participate in educational activities at the times indicated in the student work-placement plan.

2. The student worker will be entitled to unpaid special leave under exceptional circumstances such as those arising from family crises or legal obligations, in accordance with the regulations applicable to the employees of the training organisation.
3. In the event of illness, the student worker will notify either the student work-placement supervisor or the administrative body of the student work-placement organisation, as well as the academic internship supervisor.

Article 5

1. In the interest of order, safety and good health, the student worker will abide by the rules of conduct, regulations and instructions, insofar as such apply to the employees of the student work-placement organisation.
2. The student worker and the academic internship supervisor are committed to secrecy with respect to all information which he/she is told to be confidential, or which he/she may reasonably consider to be of a confidential nature under this Internship contract.

Article 6

1. If, in the course of the student work-placement, activities related to research are required, responsibility for the execution, form and content thereof, as well as for the processing of the results gained from such activities, lies with the student worker. Unless otherwise stated in the student work-placement plan, the student worker will be guided in these activities by the company supervisor and the academic internship supervisor. The student worker is entitled to the intellectual property of the publications written by him or her under this internship contract.
2. The student-trainee is obliged to apply secrecy to his or her activities during the internship at the host organisation if requested by the host organisation.
3. The author's rights on the achieved results lie with the student-worker if not explicitly regulated otherwise. Both the student-worker and the academic organisation may use the results for internal purposes without consultation of the work-placement organisation.

Article 7

1. The student worker **will/will not** receive a travel allowance from the work-placement organisation. This allowance amounts to €..... per day/ week/month.
2. The student-worker **will/will not** receive an student work-placement allowance from the work-placement organisation. This allowance amounts to € net/gross per day/week/month. Insofar as the allowance exceeds the limits of an expense allowance, the appropriate social insurance premiums and wage tax will be withheld with respect to the student work-placement allowance.

Article 8

1. For the purposes of covering eventual costs arising from an event for which the student worker might be held liable according to law: the student worker is completely co-insured through the company liability insurance of the student work-placement organisation.
2. The student worker will take out third party risk insurance and sickness insurance
3. The work-placement organisation is liable to the student worker when the damage is caused during the student work-placement except to the extent that the Company can prove good labour environment as stipulated in article 7:658 of the Dutch civil code or gross negligence or wilful misconduct of the student worker.

Article 9

1. If problems arise during the student work-placement, the student worker will, in the first instance, consult the company supervisor.
2. Problems arising between the student worker and the company supervisor will be presented to the academic internship supervisor for settlement.
3. In the event that a solution cannot be found by the company supervisor, the academic internship supervisor and the student worker, the dispute will be presented to the academic internship coordinator who will discuss the issue with the Board of Examiners of Economics and Business if necessary.

Article 10

1. The student work-placement organisation will not offer the student an employment contract before the student graduates, and will allow the student to complete his or her studies while employed.

Article 11

1. The student work-placement organisation is – in consultation with the academic internship supervisor and the student worker – entitled to terminate this agreement if the management of the student work-placement organisation considers the student worker to have seriously misbehaved or acted inappropriately in terms of the rules of the organisation itself, or have behaved in such a way as to undermine the established order and atmosphere of the organisation.
2. The academic organisation is – in consultation with the academic internship supervisor and the administrative body of the student work-placement organisation – entitled to terminate this agreement and withdraw the student worker if the academic organisation considers the student work-placement is not being conducted in accordance with the student work- placement plan, or if the student worker cannot be reasonably requested to continue the student work-placement with the student work-placement organisation. The academic organisation shall immediately inform the company supervisor of such a decision through the mediation of the academic internship supervisor.
3. The student worker is entitled to terminate this agreement after consultation of the company supervisor and the academic internship supervisor.



Article 12

1. This agreement is not an employment contract in the sense of Article 7:610 of the Dutch Civil Code unless otherwise expressly agreed in the student work-placement plan.
2. Dutch Law applies to this contract and all disputes that may emerge from the usage of the data.

NOTE: This contract is nullified if the student a) is not registered as a student for the MSc in Business Administration during the time of the internship at the University of Amsterdam, and/or b) does not meet all the requirements as described in appendix 1 of this contract.

Drawn up and agreed upon

in

on

signed by the company supervisor on behalf of the student work-placement organisation:

signed by the academic internship supervisor, on behalf of the academic organisation:

signed by the student worker:

Appendix 4: Trainee agreement; Nuffic contract (for non-EEA students)

Dutch Student – Trainee Agreement

PART I

- A copy of the passport of the student-trainee must be attached to this form
- This form must be present at the address where the internship is fulfilled

Personal information international student

Family name	<input type="text"/>
First name	<input type="text"/>
Date of birth	<input type="text"/> day/month/year
Place of birth	<input type="text"/>
Citizen of	<input type="text"/>
Is a residence permit required?	Yes/No
Dutch residence permit number	<input type="text"/>
Is a copy of the passport attached?	Yes/No
Telephone	<input type="text"/>
E-mail	<input type="text"/>
Home address during the internship	<input type="text"/>
Telephone	<input type="text"/>

Information Dutch educational institution

Name of educational institution	<input type="text"/>
Address	<input type="text"/>
Telephone	<input type="text"/>
E-mail	<input type="text"/>
Unit of educational programme (e.g. faculty)	<input type="text"/>
Name of Educational Supervisor	<input type="text"/>
Telephone	<input type="text"/>
Fax	<input type="text"/>
E-mail	<input type="text"/>

Information host organisation

Name of host organisation	<input type="text"/>
Internship address for student-trainee during the training period	<input type="text"/>



Telephone

Fax

E-mail

Name of on-site Supervisor

Telephone

Fax

E-mail

Internship agreement

Article 1: Objectives and tasks of the internship

- The purpose of this internship is to provide the student with experience of the practical application of theoretical knowledge he or she has already acquired and to acquire new skills and knowledge. The host organisation and the educational institution will ensure that the student-trainee is given tasks and responsibilities according to the level of competence of the student and the educational objectives for the training period. This agreement therefore is not an employment contract.
- **Educational objectives:** skills and knowledge to be acquired, defined by the Educational Supervisor.

- **Tasks of student-trainee:** responsibilities in order to meet these objectives, defined by the on-site Supervisor in consultation with the Educational Supervisor.

Article 2: Supervision and evaluation

- The educational institution (or unit of educational programme like a faculty) will assign an Educational Supervisor responsible for the student's internship and the host organisation will name an on-site Supervisor. If any problems arise, the on-site Supervisor will contact the Educational Supervisor.
- At the end of the internship the educational institution requires a report from the student-trainee, the detailed requirements for this report will be available to the student before the internship begins. The host organisation will be presented a copy of this report.
- The host organisation will provide the student-trainee with an evaluation of his or her internship as well as a written confirmation that the scheduled work programme has been undertaken and completed.
-

Article 3: Internship arrangements

- The number of envisaged ECTS points for the internship:
- The training period will take place excluding the (parts of) days that the staff of host organisation is not working:

from to

- The daily schedule of working hours of the host organisation applies to the student. The minimal hours per week of internship will be:
- Student-trainee will not be present at the host organisation on:
- The student-trainee must comply with all the regulations of the host organisation.
- The compensation for expenses per month will be:
- The compensation for travel expenses will be:
- The host organisation offers the necessary facilities for the student-trainee to execute his tasks and achieve his/her objectives.
- The student-trainee is obliged to apply secrecy to his or her activities during the internship at the host organisation if requested by the host organisation.
- The author's rights on the achieved results lie with the student-trainee if not explicitly regulated otherwise. Both the student-trainee and the Dutch educational institution may use the results for internal purposes without consultation of the host organisation..
- The written internship report must be presented to the on-site supervisor before it is handed in to the educational supervisor.

Article 4: Social protection / Insurance

- The host organisation will protect the student-trainee against any form of intimidation or discrimination at the workplace. The principle of equal rights will prevail.
- According to Dutch law (art. 7:658 lid 4 *Burgerlijk Wetboek*) the host organisation is liable for injuries and damage that the student-trainee may suffer from during his/her internship.
- The student-trainee will make sure that an insurance is concluded for accidents and liability in the workplace by either the host organisation or the student-trainee itself according to Dutch law.

Accidents insurance number

Liability insurance number

Article 5: Dispute

The student-trainee addresses the on-site supervisor of the host organisation in the first place in case of a dispute. If the dispute cannot be settled amicably between the student-trainee and the on-site supervisor it will be presented to the educational supervisor in order to try to reach a solution suitable to all parties.

Article 6: End and ending of the internship

1. The internship ends
 - a After the period agreed in article 3.
 - b If the student-trainee ends his study at the Dutch educational institution.

- c If all parties agree to end the internship.
 - d If the student-trainee dies.
 - e If the host organisation is bankrupt or will be dissolved.
2. The host organisation can end this agreement, having heard the student-trainee and educational supervisor :
- a If the on-site supervisor concludes that the student-trainee is not following the rules of the host organisation or the directions of the on-site supervisor.
 - b If the student-trainee does not comply with the regulations with regard to secrecy as agreed upon in article 3.
 - c If the student-trainee acts in a way that a host organisation cannot be requested to accept according good reason.
- The on-site supervisor informs the educational supervisor about any ending of the internship.
3. The educational institution can end this agreement, having heard the educational supervisor, the student-trainee and the on-site supervisor if the educational institution concludes that the internship is not complying with the educational objectives and/or the tasks laid out in this agreement or the student-trainee cannot be requested to deal with issues according to good reason. The educational supervisor informs the on-site supervisor about any ending of the internship.

Article 7: General provisions

1. Deviations from the articles in this agreement must be agreed upon in writing by the educational supervisor, the student-trainee and the on-site supervisor.
2. This agreement will be governed by Dutch law.

Signatures

The signatories confirm the accuracy of all statements made on this form and agree to all principles and articles expressed therein.

- Name of educational institution

Signature, stamp and date
 - Name of host organisation

Signature, stamp and date
 - Name of international student

Signature and date
-

Dutch Student – Trainee Agreement

PART II

In addition to the clauses agreed upon in Part I of the Nuffic Dutch Student – Trainee Agreement, the undersigned agree upon the following clauses:

1. The student worker will be entitled to unpaid special leave under exceptional circumstances such as those arising from family crises or legal obligations, in accordance with the regulations applicable to the employees of the training organisation.
2. In the event of illness, the student worker will notify either the student work-placement supervisor or the administrative body of the student work-placement organisation, as well as the academic internship supervisor.
3. The work-placement organisation is liable to the student worker when the damage is caused during the student work-placement except to the extent that the work-place organisation can prove good labour environment as stipulated in article 7:658 of the Dutch civil code or gross negligence or wilful misconduct of the student worker.
4. In the event that a solution in reference to a dispute cannot be found by the company supervisor, the academic internship supervisor and the student worker, the dispute will be presented to the academic internship coordinator who will discuss the issue with the Board of Examiners of Economics and Business if necessary.
5. The student work-placement organisation will not offer the student an employment contract before the student graduates, and will allow the student to complete his or her studies while employed.
6. The student worker is entitled to terminate this agreement after consultation of the company supervisor and the academic internship supervisor.
7. This agreement is not an employment contract in the sense of Article 7:610 of the Dutch Civil Code unless otherwise expressly agreed in the student work-placement plan.
8. This contract is nullified if the student a) is not registered as a student for the MSc in Business Administration during the time of the internship at the University of Amsterdam, and/or b) does not meet all the requirements as described in appendix 1 of this contract.

Drawn up and agreed upon

in

on

signed by the company supervisor on behalf of the student work-placement organisation:

signed by the academic internship supervisor, on behalf of the academic organisation:

signed by the student worker:

Appendix 6: Master internship checklist

	Student: request study programme check, on or before	Administration: confirmation entry requirements are met, on or before...	Student: Re- enrol for MSc on or before...	Student: hand in forms at the admin. before	Student: start internship, around...
Semester 1	31 July	15 August	31 August	1 September	1 September
Semester 1	30 September	15 October	31 August	1 November	1 November
Semester 2	29 February	15 March	31 January	1 April	1 April
Semester 2	30 April	15 May	31 January	1 June	1 June

The following requirements must be met:

1. Student has handed in a signed internship contract
 - a. For Dutch students: only our own contract is allowed
 - b. In case of a non-EEA student: only the Nuffic contract should be signed (part I and II) and handed in.
 - c. Contract should be signed by the student, the academic internship supervisor and the company supervisor
2. Student has handed in a signed internship proposal
 - a. Proposal should be signed by the student and the academic internship supervisor and the company supervisor
3. Entry requirements should be met
 - a. All compulsory components of the 60 EC curriculum should be finalized
 - b. Students must have finished their curriculum within one year
 - c. February starters must have finished their curriculum within the nominal timeframe (12 months for September starters; 14 months for February starters)
4. The signed confidentiality agreement must be handed in, if the company has requested such an agreement
 - a. only needs to be filed if applicable

In the case all of the above requirements are met:

1. The student is registered for the Master Internship Business Administration (6314M0274)
2. The student is registered for the Blackboard page of this course
3. The administration informs both the student and the academic internship supervisor

Appendix 7: Company evaluation form

To be handed in by the student to the academic internship supervisor, with the internship report.

	Very poor	Poor	Sufficient	Good	Excellent
Academic capacity					
knowledge					
procedural knowledge					
learning speed					
analytical skills					
fit of knowledge and company requirements					
performance on assignment					
Approach to assignment					
putting initiatives into practice					
organisation of work process					
decision making					
creativity					
Company conduct					
adaptation to company culture					
team working ability					
attitude towards colleagues					
Skills					
time management					
appearance					
reliability					
receptiveness					
International skills (if appropriate)					
international team-working skills					
openness to cultural diversity					
foreign language skills					
Match of intern with expectations					
Overall rating					

To be filled out and signed by the company supervisor.

Date:.....

Place:.....

Signature company supervisor:.....

Signature intern:.....

Appendix 8: Frequently asked questions

Q: How many credits is the internship worth?

A: *The internship is will be worth 15 ECTS, if all requirements are met.*

Q: How many weeks should the internship be?

A: *Internships should cover a minimum period of three months and a maximum period of six months, full-time.*

Q: How can I find out if the internship I intend to do will be accepted?

A: *If you have been in touch with a company for an internship and you have an idea of what your assignment will be, you can get in touch with the academic internship coordinator (to be found in the course catalogue). He/she will have the initial say in the suitability of the internship. The academic internship coordinators will refer you to an academic internship supervisor available, who will have the final say in whether the assignment qualifies for an official internship (including ECTS) or not.*

Q: What are the official requirements of the internship?

A: *You can find out what the official requirements are for the internship in the course catalogue or the manual.*

Q: How can I find a supervisor for my internship?

A: *Each programme has an academic internship coordinator. The academic internship coordinator will assign you to an academic internship supervisor. You are responsible to discuss with the internship company who could be your company supervisor.*

Q: Can I get some help with finding an internship?

A: *The UvA Careers Center can offer assistance in finding an internship.*