INTERNSHIP REPORT GUIDELINES

College Of Business

State University of New York at Stony Brook

September 7, 2012
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>THE INTERNSHIP REPORT AND ITS PURPOSE</td>
</tr>
<tr>
<td>2.0</td>
<td>THE INTERNSHIP ADVISOR</td>
</tr>
<tr>
<td>3.0</td>
<td>STANDARDS</td>
</tr>
<tr>
<td>4.0</td>
<td>FORMAT</td>
</tr>
<tr>
<td>4.1</td>
<td>Abstract</td>
</tr>
<tr>
<td>4.2</td>
<td>Executive Summary</td>
</tr>
<tr>
<td>4.3</td>
<td>Organizational Setting</td>
</tr>
<tr>
<td>4.4</td>
<td>Main Body</td>
</tr>
<tr>
<td>4.5</td>
<td>Evaluation of the Internship</td>
</tr>
<tr>
<td>5.0</td>
<td>GENERAL INSTRUCTIONS AND PROCEDURES FOR ALL DRAFTS</td>
</tr>
<tr>
<td>5.1</td>
<td>Main Text</td>
</tr>
<tr>
<td>5.2</td>
<td>Exhibits</td>
</tr>
<tr>
<td>5.3</td>
<td>Margins</td>
</tr>
<tr>
<td>5.4</td>
<td>Drafts</td>
</tr>
<tr>
<td>5.5</td>
<td>Length</td>
</tr>
<tr>
<td>5.6</td>
<td>Final Approval</td>
</tr>
<tr>
<td>6.0</td>
<td>DEADLINES</td>
</tr>
</tbody>
</table>
1.0 THE INTERNSHIP REPORT AND ITS PURPOSE

The internship report may be the single most important paper you will write while a student at the College of Business. One of the several formal requirements for the MBA degree, the internship report is intended to serve both as a scholarly paper for the College of Business academic community and as a permanent record of your accomplishments as an intern. In addition, the act of preparing the report will help you get the most out of your internship experience. Writing the internship report allows you to transcend the day-to-day activities of your internship, to reflect on your experiences, and to create an account of those experiences that displays your professional skills to the best possible advantage—and in a form that you will be proud to show to potential employers next year. The operative word here is “create” -- it requires imagination as well as knowledge, insight, and analytic ability to step back from the routine assignments of the average internship to make a coherent statement about your summer’s work or about the organization where you did that work.

We do not expect you to be able to do this all on your own. The faculty has developed these guidelines to help you meet basic standards of composition as well as the particular requirements of the internship report, but they also expect you to consult with your faculty advisor early and often for specific questions of substance and form. The Writing Center (located in Humanities 2009, http://tinyurl.com/4fz2yk) is always available for help with organizing and polishing your writing. But the ultimate responsibility is yours.

2.0 THE FACULTY INTERNSHIP ADVISOR

It is very important to work closely with your faculty internship advisor, particularly if your internship does not have a clearly defined project (or has several small, partial, or shared projects) or if final data or results will not be available until after the internship is completed. Some faculty will be available for consultation during the summer, but many will be away at least part of the time, so you should arrange to consult with your advisor before leaving for the summer and again immediately after returning to school in the fall. The first draft of your report is due the second Tuesday of September, and it is definitely in your best interests to discuss with your advisor any questions or difficulties that have developed in your project or your writing. You should also be aware that faculty tolerance for missed deadlines, having been abused in the past, has disappeared. Deadlines will be strictly enforced. The deadline for final sign off of the report is the first Monday in December, and students who do not meet this deadline may not be allowed to register for the spring (see page 8 for a full timetable for submission and return of drafts).

3.0 STANDARDS

Although the internship report is not a thesis in the formal sense, it must meet the same high standards of substance and form: the report must be logically organized, clearly and concisely written, neatly prepared, and timely (see Deadlines below); analyses must be cogent and complete, with all assumptions, conclusions, and recommendations properly identified; and conclusions and recommendations must clearly relate to and reinforce the ideas presented in the report.
While the internship report has its own formal requirements, it must also be consistent with standard forms and usage, and in this respect a style manual, such as A Manual for Writers (Kate Turabian, U. of Chicago Press, paper), The MLA Handbook (Modern Language Association, paper) or a style sheet from an appropriate professional journal or organization, will be useful, particularly in such areas as outlining, using charts and graphs, and compiling tables of contents, footnotes, bibliographies, and appendices.

4.0 FORMAT

The internship report consists of an abstract, table of contents, list of exhibits (where appropriate), description of the organizational setting, main body, appendices, a bibliography or list of references, and an evaluation of the internship—in that order. It may also include a glossary of technical terms (just before the appendix), and if it is very long, technical, or detailed, an executive summary. The major narrative divisions are described below. A good system of headings and subheadings will be useful to you as well as to the reader in organizing materials within these divisions.

4.1 Abstract

The abstract is a concise technical summary of the full report whose purpose is to enable a reader already familiar with the subject to decide whether it is worthwhile to read the work in full. Self-contained and fully intelligible without reference to the report itself, the abstract generally focuses on the research design and its methods or sources in relation to results; it is sometimes described as a miniature of the report because it conveys the tone and scope of the complete work while omitting its details. The abstract includes a statement of purpose, description of methods, and summary of major results, conclusions, and recommendations; it does not include illustrations, bibliographic references, any materials that do not appear in the full report, or, generally, references to the report. Normally 100 to 250 words in length, the abstract should be written after the substance of the report has been approved.

4.2 Executive Summary

The executive summary is a condensed version of the full report that enables busy managers (who may not need or want a detailed understanding of each project undertaken in their organization) to make funding, personnel, or policy decisions based on project results. Focusing on the background problem and the practical results, recommendations, and implications of the findings, the executive summary—like the abstract—is written after the substance of the report is completed and includes a statement of the project’s purpose, scope, methodology, results, implications, and recommendations while omitting illustrations and bibliographic references. It differs from the abstract in being longer, more comprehensive, and generally, because of its intended audience, nontechnical. The customary rule of thumb for the length of an executive summary is ten percent of the report...
length, but many organizations now limit summaries to 250 - 500 words, or about twice as long as an abstract.

4.3 Organizational Setting

This prefatory section allows you to introduce your project and link it to the mission or function of your employer. Typically it consists of a description of the division or work group in which you were employed, set against the background of the larger organization of which it is a part; at a minimum it should include a general job description of your supervisors and their educational and professional qualifications, a concise statement of the function of the organization, current data about the number of people employed, the size of the budget in dollars, and any other information relevant to your project. This section should also include an organizational chart indicating how your work group fits into the larger organization.

4.4 Main Body

This is the essence of the report: the internship project itself. The body of the report is commonly made up of four primary divisions--Introduction, Methodology, Results, and Discussion (or Conclusions and Recommendations)--although some internships do not lend themselves to this format. Your advisor will help you design a format that is appropriate for your topic or how to adapt a particular format for best results. Each of the major divisions is outlined briefly below, with suggestions for non-traditional reports.

A. Introduction: Describes the problem(s) or project(s) on which the internship was based, including historical background showing how the problem(s) arose, earlier efforts to address the problem(s), if applicable, and identification of the agencies or organizations involved.

An important aspect of the introduction is a review of the pertinent literature. Generally this is a review of attempts to solve problems similar to the one at hand--a comparison of methodologies for example--but it can also take several other forms, depending on the nature of the problem and how it is defined for purposes of the report. For example, a project involving the development of a procedures manual might require a survey of the psychological or educational literature to find what goals are served by such a document, how these goals can be implemented, what kinds of language and format are most effective in reaching these goals, and how to evaluate the results. It would also be useful to find out how other agencies have gone about developing manuals and what their results have been. Keep in mind that few problems are unique: many have already been investigated and even solved by other agencies or communities, and it is helpful to find how this was done, what alternatives were tried or considered, and what the results were. It is equally important, however (and this is a critical aspect of any literature review), to recognize
that what worked under one set of conditions may not work under another; you must be able to pick out those elements of the solution that apply to your particular situation and discard those that are inappropriate. The literature review is something you should discuss very early on with your advisor; a good background in the subject can help immeasurably with framing the problem and writing the report.

B. Methodology: The methods section includes a complete description of methods and procedures used in the project. All assumptions made, implementation difficulties encountered or anticipated, computational techniques and facilities employed, and criteria used to evaluate alternative solutions (if appropriate) are described and discussed in this section.

C. Results: This section describes the results or findings of the internship project, however tentative they may be. Any limitations on the interpretation of these findings are discussed here as well. Primary data and supporting documentation do not go in the results section but in appendices, properly labeled and referenced.

D. Discussion and Conclusions: The most important function of this section is to link the results of your work to the original problem this work was intended to solve. All conclusions and recommendations resulting from the internship are discussed in this subsection, with special emphasis on their implications for the problem that originally motivated the work. For example -- returning to the earlier example of developing a procedure manual -- the original problem might have been recurring procedural failures within the institution. You will then discuss the manual you developed (your “results”) in terms of its ability to prevent or mitigate such failures, given specific goals and whatever constraints you operated under.

E. Appendices: Information on formal aspects of the appendices is available in most style books, but several general rules apply:
   - Pages must be numbered consecutively with those in the text. For example, if your text ends on page 74, then the title page for the first appendix should begin on page 75.
   - All pages must be numbered.
   - If you have more than one appendix, each should be given a number or letter and a title, as well.

Appendices generally include all primary data used in the internship project as well as any lengthy discussions not essential to the main line of argument. Typically, extensive discussions of detailed methodology, protocols, supporting documents, reports to the agency, memoranda, and other such materials go in appendices. If you were required as part of your internship to prepare reports, manuals, or other documents for your employer, you will probably also include these documents as appendices to the internship report. If in doubt, consult your faculty advisor for guidance on the question of what goes in appendices and what goes in the body of the report. There is no limit to the number of appendices.
4.4 Evaluation of the Internship

Your evaluation of the internship is intended to assist the faculty in evaluating the curriculum and the internship program; it is for internal College of Business use only and will not be given to your employer. The main part of the evaluation consists of the six open-ended questions below, but you are urged to add any comments or criticisms not covered by these questions.

A. If you had the project to do over, would you approach it differently?

B. Did the first-year curriculum at the College of Business help? Be specific with regard to courses, topics, and techniques.

C. What preparation not given in the first year curriculum would have been helpful? Explain.

D. Evaluate the internship itself, particularly as an introduction to and preparation for a professional career. What could have been done to improve the experience?

E. Did your internship change from the way it was originally described in the internship proposal? In particular, did your objectives change?

F. Discuss any major problems or difficulties that occurred during your internship.

5.0 GENERAL INSTRUCTIONS AND PROCEDURES FOR ALL DRAFTS

5.1 Drafts

All drafts, as well as the final copy, must be done in Microsoft Word and carefully proofread and corrected, and unless your advisor asks you to submit your report in sections, they should be complete documents. The assumption is that each draft represents your best work to date; your advisor will then show you how to improve it. Most reports require at least two drafts before the final copy is approved, and students who have difficulty writing should allow time to work with the Writing Center, especially for the first and final drafts.

5.2 Main Text

The main text, including exhibits, must be double-spaced, on good quality white duplicator paper.

5.3 Exhibits

Graphs and charts must be computer-generated and should be fully labeled and captioned. Remember that exhibits illustrate the text, summarizing information and making it easier to understand; they should always be referred to in the text and should

5.4 Margins

Margins must be a minimum of one inch all around.

5.5 Length

The report should be as long as it needs to be to tell your story concisely; in practice, most papers will be 30-50 pages in length (exclusive of appendices).

5.6 Final Approval

When the report has been approved by your advisor and all final corrections have been made, your advisor will sign off on the title page.

A model of the title page for the report is attached to this Guide (at the end, so you can tear it off). Spacing is important, as the employer’s name, the title of the report, your name, and the date must fit into the window of the binding cover. Note also that every category in parentheses (e.g., Name of organization) is to be replaced with the real thing (e.g., Cisco Systems, Inc.).

6.0 DEADLINES

Like the professional organizations for which we are preparing you, we have deadlines. The purpose of these deadlines is not just pedagogical, however; deadlines for the internship report are designed to ensure that students and faculty have ample time to complete the work necessary for a satisfactory report. Deadlines will be strictly enforced, and students who do not meet the final deadline may not be allowed to register for the spring semester. Major deadlines are listed below; it is your responsibility to submit each draft on time and to retrieve the corrected version from your faculty advisor. Keep in mind also that faculty advisors may set their own timetables for receipt of additional drafts and that you must be aware of these timetables and conform to them. The deadline is 3:00 p.m. on each date indicated.

<table>
<thead>
<tr>
<th>Hurdle</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Submit first draft</td>
<td>Second Tuesday in September</td>
</tr>
<tr>
<td>First draft returned</td>
<td>Fourth Tuesday in September</td>
</tr>
<tr>
<td>Submit final draft</td>
<td>First Monday in November</td>
</tr>
<tr>
<td>Final draft returned</td>
<td>Third Monday in November</td>
</tr>
<tr>
<td>Submit for signoff</td>
<td>First Monday in December</td>
</tr>
<tr>
<td>Signed report returned</td>
<td>Second Monday in December</td>
</tr>
</tbody>
</table>
The College of Business

Internship Report

(Name of organization)

(Division)

(TITLE OF INTERNSHIP REPORT)

By

(Full name, including middle name, of author)

Summer, (Year)

Presented in Partial Fulfillment of the Requirements

For the Degree of

MASTER OF BUSINESS ADMINISTRATION

State University of New York

at

Stony Brook

Professor (full name of faculty advisor), Advisor

(Date)