

Graduation
Internship
Guide
Appendix 8 EER

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Introduction

This graduation guide serves as the handbook for everyone involved in the graduation phase: students, graduation supervisors, examiners and internship-providing companies. This guide includes all information related to the Graduation Internship: Objectives and the level, the contents of the programme, conditions and requirements and the final assessment.

This guide is also a practical representation of the provisions regarding the graduation process as described in section 7 of the Education and Exam Regulations (OER in Dutch).

Chapter 1-3 of the document presents a general description of the objective, scope and duration, supervision and cooperation with internship companies during the internship programme.

From chapter 4 onward, all components and practical matters that are particularly important to students are explained in close detail.

Naturally, we are always available for questions, using email at stage@intercollege.nl or at the school.

We wish all our students, companies, supervisors and examiners a fun and successful time.

Kind regards,

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Business School Reinvented

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1 **Graduating**

An important feature of the graduation process is that the student uses applied research to create a suitable recommendation for a managerial issue for a company. The role of the student is that of independent researcher and adviser for the company. In that way, the student shows that he/she has achieved the HBO bachelor level and can deliver the added value that someone with an HBO business administration degree has to be able to offer the private sector. The graduation period (Graduation Internship) takes place during the final semester of the four-year degree programme of Inter College Business School.

1.1 **HBO level**

Graduating is seen as the ultimate test of one's abilities. 'Research abilities' are important for the graduation work, which shows the competency to work in a systematic, research-oriented way at the right level.

This competency means that the student:

- is inquisitive
- applies the research results of others in his professional practice;
- can set up and conduct research himself.

and has the ability to:

- work methodically in carrying out professional tasks or delivering professional products;
- work on research in a methodologically accountable manner in the relevant phases of professional tasks or the process of creating professional products.
- reflect critically regarding his accounting for the chosen approach and its results;
- apply models and theories, as well as research results of others critically;
- realise an innovation in a (professional) practical situation.
- conduct a research cycle or meaningful steps from it in a methodically sound way.

During the ICBS graduation phase, the student researches a managerial problem to come to a recommendation for a solution with a vision for the long term. He demonstrably applies strategic knowledge. The research is therefore in the service of the future of the business and is characterised by an entrepreneurial approach in which innovative solutions contribute to the development of the business/its business strategy.

From the managerial orientation, this means that the research and the impact of the changes to be implemented or steps to be taken have a multi-disciplinary approach. The focus of the research can be on one or more areas of business administration, but the recommendation will always consider the impact on the organisation as a whole and the solutions will demand a multi-disciplinary approach.

1.2 **Purpose**

The purpose of the graduation process is that the student demonstrates that he can solve a managerial issue. ICBS trains business administration experts who are specialised in the field of entrepreneurship and business succession. The final product is a research report about an organisational issue that results in a recommendation that adds value, and that also includes the financial consequences and an implementation proposal. During the final interview, the student will present the results. He will then defend these, including the overall findings. In addition, the student demonstrates that he can develop himself as a future professional entrepreneur through critical self-evaluation and reflection.

The student is able to:

- clarify a complex issue for an organisation, using a well-founded organisational and problem analysis;
- create a research design based on knowledge of and insight into models and theory that are relevant for the issue in question;
- conduct research in accordance with the prescribed research design, and develop solution strategies based on the results;
- offer solutions that fit the organisation (and its goals) and that are based on his vision (innovative, future-oriented and creative);
- make a proper recommendation, for which financial consequences have also been calculated;
- create a proposal for implementation;
- create a professional research report based on the result;
- present the results to a panel of experts and defend the research and chosen design and execution;
- reflect critically on his own performance and the starting qualifications as a professional, as described in ICBS' final competencies (*see Appendix 11*).

The student will reach level 3 in the level determination for business administration degree programmes.

Competency level	Level 1	Level 2	Level 3
Complexity of the task	Structured; well-known methods can be applied directly in accordance with established standards.	Less structured; applies well-known methods in various situations.	Complex and unstructured; improves methods and adjusts standards to the situation.
Complexity of the context	Known, simple, structured context.	Known, more complex, partly structured context.	Unknown, more complex and (partly) unspecified context.
Complexity of actions	Works mostly with routines and receives instructions.	Works with guidelines and procedures, explores matters of complexity in his work.	Independently analyses problems, questions and issues in complex situations, develops new procedures and approaches, uses creativity when approaching and carrying out assignments.
Accountability	Is accountable for his own tasks, formulates learning objectives Is accountable for the progress.	Creates his own plans, negotiates about those plans. Is accountable for decisions and results (evaluates these from a time perspective).	Works pro-actively Is accountable and professional towards the assigner and colleagues regarding information gathering, choice/development of theory and the chosen solutions. Is open for criticism from others.
Transfer of knowledge and skills	Has the necessary basic knowledge and skills for routine work within an internal project or for an external client.	Has extensive knowledge, skills and some experience and delivers good performance in a variety of organisations.	Analyses his own situation, fills in gaps within his own knowledge using self-directed learning, gains new skills where necessary, thinks and works with a perspective on issues that transcends the organisation and sector.
2014 Opleidingsprofiel Bedrijfskunde MER 2014, D. Brouwer			

2 Graduation process

2.1 Graduation internship position

Graduation is an individual process in the professional practice that is relevant for ICBS students. The student will decide where he/she will conduct the graduation project. This may be at an existing organisation in the Netherlands or abroad, or by doing research into starting your own business. The conditions that the student has to meet are explained in *chapter 4*.

2.2 Admission to the graduation process

Before the student is allowed to take part in the Graduation Internship, he has to have completed all modules from year 1, 2, 3 and the 1st semester of year 4 successfully, and the graduation request needs to have been approved by the examiner.

For more information about the graduation request, see *chapter 5 and appendix 1*.

2.3 Scope of the graduation process

Duration:	23 weeks
Credits:	30 EC
Study load:	840 hours
	- 740 hours within the company,
	- 100 hours completing reports and preparing for final interview

2.4 Phases of the graduation process

Prior to the internship

Prior to the Graduation Internship, the student will look for a suitable internship position on his/her own. Next, he/she submits the graduation request in a timely manner. The graduation request will then be assessed by an examiner within 10 working days. When the graduation request has been approved, the student will be officially permitted to start the internship (see *chapter 4, 5 and appendix 1*)

Start internship

During the first two weeks, the student will get to know the company and will collect data for a thorough organisational analysis as well as the required sources. Next, he develops the problem analysis and creates a research design

In week five, the student will submit a written research design to ICBS. The research design will be assessed by the graduation supervisor and an independent examiner. The examiner is appointed by the examination committee. When the research design has been given a sufficient mark, the student has permission to carry out the research (see *chapter 5 and appendix 3 and the Education and Exam Regulations Section 26*).

Conducting and finalising the research

In week 7-20, the student will conduct the research.

In week 21-23, he will finish writing the research report and the self-evaluation report (the thesis) and offers this to ICBS for assessment. The works will be assessed by two examiners, appointed by the examination committee. The graduation supervisor is one of the examiners

The assessment as sufficient for the graduation request, the research design and the thesis (the research report and the self-evaluation report) are therefore fixed Go/No-go moments in the process.

Final interview

After the research report and self-evaluation report have been given a sufficient mark, the examination committee will contact the student to make an appointment for the final interview. The final interview will take place with the two examiners, and preferably also with the presence of the company coach (*see chapter 5 and appendix 6*)

The more detailed explanation regarding the assessment and timeline is described in the Education and Exam Regulations, Article 26. The Education and Exam Regulations are binding.

3 Relationship to the company

3.1 Partnership agreement

Inter College Business School advises its students to sign an agreement with the company. This agreement can be used to arrange matters such as confidentiality and internship salary. The ICBS graduation agreement has been included in appendix 7.

Students are expected to behave according to the rules of the company. This includes working hours, leave regulations, what happens when you are sick, etc.

3.2 Work

During his graduation internship, the student will primarily work on activities for the purposes of the graduation research. This means that he may occasionally also perform certain work himself. This to experience processes that are relevant to the research.

3.3 Reimbursement

Inter College Business School prioritises the objectives of the graduation period (see chapter 1). Possible salary/reimbursement of expenses for the internship is a matter between the company and the student. The school will not get involved with this.

It is customary that at least the incurred expenses (for instance travel expenses and accommodation expenses) are reimbursed by the company. In addition, a salary may be determined based on performance. Reimbursement of travel expenses, other expenses or an allowance per kilometre are not considered salary by the tax administration. If the company pays a higher salary (but below minimum wage), this counts as implied employment. For information regarding the current regulations and consequences for study subsidies etc., please see www.rijksoverheid.nl.

3.4 Complications during graduating

Of course, if the student is sick, he/she is required to report this immediately to the organisation in line with the company's requirements. In the case of absence for longer than one day, problems or special personal circumstances, the student will report this directly and

without delay to the ICBS graduation supervisor and to . In addition, the student is required to get a sick note from a doctor if he/she is sick for longer than two days.

3.5 Insurance

The student is personally responsible for having liability insurance (Dutch: WA-verzekering). This insurance covers material and physical damages done to others. With liability insurance, an important part of the risk in private circumstances is covered, usually worldwide. The student needs to check with the insurance company whether there is sufficient coverage if the graduation internship takes place abroad.

Health insurance and a private liability insurance (Dutch: ziektekostenverzekering and WA-verzekering) have to be arranged by the student. For a graduation internship abroad, we recommend getting additional insurance, using an 'international insurance passport for students'.

3.6 Access to facilities

The students have free access to the software and hardware facilities present at Inter College Business School. Expenses related to completing the graduation assignment (such the costs of market research or creating reports) are to be paid by the student or the internship company. In addition, the school expects that the student is allowed to use the company's facilities, including workspaces and computers.

3.7 Safety

A student has to be constantly aware that working safely is of paramount importance for him. He needs to observe the company's safety regulations. If an assignment or certain work activities appear unsafe or if the student feels the necessary security precautions have not been taken, he is justified to voice his objections and warn the person responsible for these matters at the school. Regarding the student, the company has to comply with the regulations from the Working Conditions Act, the Flexibility and Security Act, the Working Hours Act, and the Equal Treatment Act (Dutch: Wet Flex en Zekerheid; Arbeidstijdenwet and Wet gelijke behandeling).

3.8 Supervision from the company

For the company, the graduation internship means that supervision and facilitation for work and research activities are provided, that information is made accessible and that the research is allowed to be conducted. The burden this supervision will entail for the company varies; as a guideline, we use half a working day per week.

The company will appoint a company coach for the entire internship period. The company coach will supervise the student, hold discussions with him and will regularly provide the student with feedback about his performance. This company coach has at least an HBO (University of Applied Sciences) level and is able to supervise the business administration graduation research. It is also useful if he/she has a lot of support within the organisation and a lot of knowledge about the company. Regarding supervision, the company coach is motivated and willing to provide solicited and unsolicited feedback and has affinity with the student's learning process. The company coach cannot be a friend or family member of the student. The company must have a clear interest in the results of the research. The company is aware that normally, the results will be available after six months.

It is in the interest of all parties that the research design is discussed in detail at an early stage, in order to make it clear what the school, the student and the company can expect. This requires that the company coach makes time for an appointment with the ICBS graduation

supervisor early in the process (week 1 or week 2), and also that the company coach stays in touch with the graduation supervisor. In addition, it has to be possible for the student to carry out the chosen research methods within the company. This is where Inter College Business School sees the company and particularly the company coach as facilitators. The company needs to officially give permission for conducting the research.

At the end of the graduation research, **the company coach** will assess the student's work and performance and give his opinion on the usefulness of the research and the results. The company coach will fill out the assessment for accordingly (**see appendix 7**). In addition, at the end of the internship, he will write **a letter of recommendation for the student, in which he describes his opinion on how the research was conducted and the student's performance during the graduation period.**

The student needs these documents for the graduation file and to be allowed to do the thesis defence.

ICBS expects the company coach to be present during the student's final interview (presentation and thesis defence). The company coach will be invited for the final interview two weeks in advance. At the end of the thesis defence, the company coach is given the opportunity to ask the student a few questions.

In summary:

The company coach has the following roles and tasks for the student's graduation internship:

- acts as day-to-day supervisor to the student.
- arranges the student's introduction activities within the organisation;
- arranges appointments for student and puts the student in touch with people for the research project;
- allows a budget if this is necessary for carrying out the research.
- provides advice;
- supervises the student when needed for the contents of his research;
- gives a well-founded assessment of the result and the student's performance, that will be considered as a recommendation for the final assessment of the thesis;
- is present for the final presentation and thesis defence.

3.9 Supervision from Inter College Business School

Inter College will appoint a graduation supervisor when the graduation request has been approved at the latest. He/she will consult with the company and will visit the student and company coach at least three times. The first visit will take place within the first two weeks after the student was given permission to start the graduation internship.

The student is responsible for arranging these appointments and also for making notes about the meetings. The graduation supervisor will guide the research and consult with the company coach regarding the student's performance.

During the first meeting, the mutual expectations will be discussed again, as well as the planned research and the student's plan.

The graduation supervisor:

- provides guidance and supervision regarding contents and methodology and monitors the process and acts as the primary contact for graduation matters;
- guides the research to the appropriate bachelor level;
- in addition to the examiner, is a co-assessor for the research design and will also provide guidance for this aspect;
- safeguards the graduation internship level;
- ensures proper coordination between the school and the graduation internship

- company;
- provides feedback to the student at regular intervals;
 - supervises the student until graduation is complete;
 - discusses progress with the student once per week;
 - visits the company (if located in the Netherlands) three times.

The student summarises the matters discussed and sends these minutes as confirmation to the graduation supervisor and company coach within one week.

The graduation supervisor provides feedback on the work submitted by the student. The student is responsible for the level of his thesis and maintaining and adjusting his plan/schedule.

In the following chapters, we discuss practical matters and specific details for the student.

4 Internship position requirements

4.1 Graduation internship company criteria

1. The company offers you a position to do your research for at least 23 weeks with a suitable research assignment that fits the ICBS Business Administration degree programme
2. A suitable internship company has at least 15 FTE permanent employees and a turnover of at least 3.5 million euros annually. A certain size and structure of the organisation is necessary to be able to carry out multi-disciplinary business administration research.
3. A qualified supervisor has to be present, which means that the company coach has to have at least an HBO degree level and relevant work experience and has to work in a management position. Experience with graduating students from HBO degree programmes (University of Applied Sciences) is preferred.
4. During the graduation project, there has to be room for supervision and reflection (so you can regularly consult with the person who gave you the assignment and he/she is willing and able to make time for this).
5. The company coach will regularly discuss your performance with you and consult about this with the Inter College Business School's graduation supervisor at set times.
6. The company coach cannot be one of your family members or friends and has to be able to assess your performance independently.
7. The company will provide the necessary facilities so you can carry out your research at the company properly.
8. The company will provide all information that is relevant to your research. This is why you have to agree on how you will deal with confidential data before you start.
9. At the end of the graduation process, the company coach will compose a letter of recommendation for you, in which he explains his opinion of your performance.
10. The company will give you the opportunity to return to ICBS to attend the mandatory internship return days. This is when you will give presentations about parts of your research and will also give feedback on other students' research.
11. The company will allow you to use all company data you need in your thesis, in order to validate the research, analysis and recommendations. If necessary, you will arrange a confidentiality agreement.
12. If your graduation internship position is research for a planned, new business, you will arrange for a suitable coach yourself. The coach is an entrepreneur/director with a lot of experience and expertise and is not a family member or friend.
13. You are to complete your graduation internship at a company to which you have no connections. The reasons for this are avoiding a potential conflict of interest and getting an objective assessment of your performance. However, special circumstances may be a reason to allow the graduation assignment to be carried out within the family business.

In that case, submit a request with arguments to the examination committee at an early

stage, in which you prove that:

- there are special circumstances;
- the company is suitable in terms of size;
- in addition to the supervision from the degree programme, you have an external (company) supervisor who is not connected to the company, family or is a friend of yours;

4.2 Own business

ICBS trains entrepreneurs. If you are planning to start your own business, be sure to get in touch with us early to discuss the idea. You will then be given the opportunity to present your idea in front of an ICBS panel. Convince us that you can create a thorough, bachelor of business administration research project for this business. The research becomes the validation of the idea.

4.3 Graduating abroad

Experiencing other (business) cultures is a huge learning experience, just like having to operate completely independently. Consult us in a timely manner if you are planning to do your graduation internship abroad. We want to get a good idea of the organisation and the supervision and facilities you will have there, and will only give permission if we are confident that your internship abroad will succeed.

If you want to do your internship abroad, this will require intense preparation at a high level of independence. The business culture will also be different and they might be less willing to give you the information you need for your bachelor research.

Once you are abroad, please make sure you can be reached starting in the first week. Make clear agreements about your work, a tight schedule with regular Skype appointments and email moments with your graduation supervisor, and honour all these contact commitments. If, during the first few weeks, you or Inter College Business School's graduation supervisor conclude that the circumstances in and/or at the organisation are different than what you were given permission for, or if you are unable to contact the graduation supervisor as agreed, it might be better to end the internship.

5 Structure of the graduation process

5.1 Graduation request

You have found a place to do your graduation internship. Next, you fill out the graduation request. You do this thoroughly to give the examiner a clear idea of the company in question. He will then check if the intended research fits within the business administration context of the degree programme, is sufficiently complex, and is feasible within the graduation period. In addition, he will determine if the learning objectives you have set for yourself contribute sufficiently to meeting the final competencies for your degree programme. Send the completed request to stage@intercollege.nl four weeks before you intend to start your graduation internship.

You will receive a response from the examiner within 10 days. If the examiner wants additional information, you must send your revised request directly to the examiner and cc to stage@intercollege.nl

Once the request has been approved, you will receive a message from stage@intercollege.nl. You will get a confirmation of the official start date and your graduation supervisor's details. Subsequently, you will immediately take care of the internship agreement (*see appendix 2*) and submit it signed and in triplicate as hard copy to Inter College (attn: 'internship'), and once as a PDF scan to stage@intercollege.nl.

5.2 Contact and agreements

You are an HBO graduate. You are pro-active. You arrange what you need in advance. It goes without saying that you will contact your graduation supervisor within the first week. Send him the approved internship request as well and arrange an appointment for the company visit with him/her, your company coach and yourself (within the first two weeks). You will take care of the appointments with the company coach and the internship supervisor, and provide the necessary information and reports of the meetings. You take ownership for the success of your internship.

Make a project plan for the entire period that includes all tasks, deadlines and weekly feedback/contact moments with your supervisor(s). Confirm which output you have to have ready at the end of each week. You will update your project plan on **Friday** and send it to your supervisor every **Monday**.

To help you with your own timeline, you can find an overview of the time frame in **appendix 12**.

5.3 Organisational analysis

From day 1, you start with getting to know the company. Who does what, which departments and responsibilities are there, what is the organisational structure, what is the corporate culture, what kind of meetings do they hold, what is important in the company, who do you go to for what and what information do they have at their disposal? Keep a log of your observations and take plenty of notes. Have conversations with your company coach. This will give you input for your organisational analysis.

Subsequently, you will make the organisational analysis. You will carry this out systematically, meaning you will use a suitable model. Together with your graduation supervisor, you will therefore coordinate in advance which model you want to use and if it is suitable for the organisation and the research you want to do. **By the 11th day of your internship at the latest**, you will send your completed draft analysis to your graduation supervisor.

5.4 Research design

By week 5 at the latest, the graduation supervisor will receive your first completed draft research design. The research design also contains the steps you will follow to carry out your research. Present the research design to your company coach as well, so he can approve the intended approach.

In week 7, you will send the final version of the research design to stage@intercollege.nl. This design will then be assessed by your graduation supervisor and an independent examiner. Contents, system, substantiation, logic and feasibility will have to be evaluated. As a bachelor student, you are expected to provide all written work in proper Dutch. The specific assessment criteria can be found in **appendix 3**.

Subsequently, you will receive the official assessment. If it is not yet sufficient, it will include an explanation of what you have to change. When the research design has been marked as sufficient, you can start carrying out your research. In the meantime (waiting for the assessment, making revisions), you can continue with the literature review or make appointments for interviews. Discuss with your graduation supervisor what would count as meaningful activities.

Article 26 of the Education and Exam regulations (Dutch: OER) describes further provisions regarding approval of the research design and the maximum time frame for resits/revisions.

5.5 Conducting the research

In the following weeks, you will carry out the research. One important aspect to focus on is appointment and information management. Your project plan is very important during this period. Make regular appointments with your company coach for feedback and discuss the progress and any results with him. Sometimes it is necessary in this period to find alternatives and revise the research design. For example, when you are not getting enough responses, data is ambiguous, if the results are completely unexpected or there is new information. Involve your graduation supervisor.

5.6 Results

The company will be curious about your results. Take the time for analysis of the data and the results before you write the report. Discuss your findings with the company coach and graduation supervisor. The better your analysis, the more logical your conclusions and recommendations will be. There are tools available online for processing the results of the analysis into professional graphs and clear diagrams. Use them. Next, you will convert your recommended solutions into an implementation plan.

The company will almost always expect you to give a presentation about the results of your research. This presentation will be the foundation for your final presentation at ICBS. Discuss with the company when they want to see the presentation, so the company coach can include this information in his assessment about your performance.

5.7 Research report

The research report you use to graduate does not necessarily have to be identical to the report you write for the company. The organisation may have different requirements for the assignment than Inter College Business School has set in the relation to the Bachelor level. In this case, you will make two versions of the research report based on written agreements with the internship company.

You will need approximately three weeks to further develop and complete the (research report

and self-reflection report). Particularly time-consuming are logic, consistency, editing and layout. Pay extra attention to a good structure, a clear layout, carefully referencing sources and the appendixes. It is also important to look back on your performance and the research in order to make a critical evaluation. You will include this in your self-reflection report.

A professional and carefully composed report is an important first impression. Your final thesis often also plays an important role for companies where you might like to work after your studies.

5.8 Final interview

The presentation and subsequent thesis defence are the last activity for the degree programme. Presentation and thesis defence are a verbal assessment which will take place at ICBS. The final interview (final presentation and thesis defence) will take place after the thesis has been given a sufficient mark. This process will be arranged by the examination committee. They will get in touch with you.

Bring along three printed versions (handouts) of the presentation for your final presentation and present them to the graduation panel before you start.

The graduation session starts with a short, 10-minute presentation.

You introduce the company and discuss things that were relevant to your research. You explain the importance for the company of solving the problem, the research questions and how you approached the problems (substantiation of the problem and the central question; research method, most important results that were the bases for your most relevant proposals for solutions; conclusions and recommendations).

Subsequently, the examiners will ask questions. These questions may be related to your research and achieving the final competencies. Examples of questions include, how a different outcome of certain results would have influenced your recommendation. Or how you look back on your approach and performance. The thesis defence lasts a maximum of 30 minutes.

Afterwards, the examiners will take about 15 minutes to discuss the final mark. You will then be given your final mark right away, along with an explanation of how they arrived at that mark.

6 Submitting works

Graduation file

The research report together with the self-reflection report make up the thesis.

You will submit your final documents to examencommissie@intercollege.nl before the agreed deadline

- the final research reports;
- the final self-evaluation report;
- the statement of hours, signed by the company coach;
- the letter of recommendation by the company coach;
- the statement of own work.

Send **the digital versions** of the documents above in Word or PDF format to examencommissie@intercollege.nl.

Maximum file size for the research report: 3.5 MB.

Maximum file size for the self-reflection report: 1.5 MB.

The digital versions will be scanned for plagiarism.

Pay attention to the file names:

Your last name, comma, initial, document title (research report or self-evaluation report...) date year, month, day (Example: Meijer, C. Research report 20160802)

You also deliver the following **hard copies** to the administration office at Inter College on the agreed deadline, to the attention of the examination committee:

- the research report:
in hard copy, professionally bound, in triplicate.
- the self-evaluation report:
in hard copy, professionally bound, in triplicate.

As individual documents:

- The statement of hours, signed original + two copies;
- The letter of recommendation: by the company coach, signed original + two copies;
- the statement of own work, signed original:

Length of the documents

The length of the research report is max. 40 pages + the relevant appendixes.

The length of the self-evaluation report is max. 12 pages

Layout:

Font Arial or Calibri 11, single-spaced.

For more information on the layout: see the document 'layout verslagen' on the student website.

7 Confidentiality

There are graduation assignments that are commissioned by companies or organisations that use data that cannot be revealed to third parties. In that case you will also submit a hard copy version, along with a written confidentiality agreement. The cover page of the thesis must clearly display the sentence, 'EMBARGO. Not available for publication'.

This will ensure that no copy will become available in the library. Only the graduation supervisor and examiners will have knowledge of the contents of the research report. However, certain (external) organisations that have to assess the quality of the degree programme, are allowed to review theses that were submitted under embargo. The members of these organisations also have confidentiality agreements.

8 Copyright

In principle, the copyright for a thesis belongs to the student. In the case of reports that are the result of research carried out for a company, it is important to make clear agreements in advance about who owns the copyright. If Inter College Business School wants to use parts of the thesis, other than short parts for educational purposes, the author will have to give written permission.

9 Final assessment

The assessment is made by two examiners from Inter College Business School. They determine the mark.

The research report and the self-evaluation report together make up the thesis and are given a single final mark. The ratio is 90% / 10%. Both reports need to be given at least a sufficient mark (>5.5) in order to be allowed to do the final interview.

The final mark for the graduation process is a weighted average of the thesis and the final interview in a ratio of 70% / 30%. Both parts need to be given a sufficient mark (>5.5). For questions about how the final mark is composed, you may consult the Education and Exam regulation, (Dutch OER), section 7. For the **time limit for resits**, please see Education and Exam regulation, section 7.

The assessment is done as follows:

- After the presentation and thesis defence, the final assessment will take place and a mark will be given using the assessment framework as described in appendix 6;
- The examiners have final responsibility for the assessment and determine the final mark;
- The examiners will tell the student the assessment for the various sub aspects (research report, self-reflection report and presentation), as well as the final mark.

10 Evaluations

After the graduation internship is over, the company will be asked to fill out an evaluation form. The information from these evaluations will be used to implement improvements with regard to the quality assurance system.

This evaluation form can be found **in appendix 10**.

Appendixes:

Appendix 1 Graduation request

Appendix 2 Internship agreement Graduation Internship

Appendix 3 Assessment framework research design

Appendix 4 Research report assessment

Appendix 5 Self-reflection report assessment

Appendix 6 Final interview assessment

Appendix 7 Assessment of the student

Appendix 8 Statement of hours

Appendix 9 Statement of own work

Appendix 10 Evaluation form for companies

Appendix 11 Final competencies of the degree programme

Appendix 12 Overview of timeline

Appendix 1 GRADUATION REQUEST

Please fill out on a computer and submit digitally to stage@intercollege.nl. The request will be checked by one of our examiners. It is not possible to start the graduation process without approval by the examiner.

STUDENT DETAILS

Name (First name + Surname)

CONTACT DETAILS DURING THE GRADUATION PROCESS.

Address

Postcode, city (possibly country)

Phone

Mobile

Email

DETAILS COMPANY/PERSON IN CHARGE

Organisation name

Name of supervisor appointed by person in charge

Initial(s), title(s)

Position within the company

Address of the organisation

Postcode, city (possibly country)

Visiting address

Postcode, city (possibly country)

Phone

Email

Number of permanent employees (no interns!)

(at least 15 FTE)	
Description of the department where the graduation project will be completed.	
Number of employees working a that department	
How long has the organisation existed?	
What industry does the organisation operate in?	
Is there a family relationship between the student and the organisation?	
The information provided is truthful	
Date	
Signature student	

ASSESSMENT CRITERIA (EXAMINER)			This column is filled out by the student
1. The organisation, exploring the organisation	Characteristic	S/I	Explanation: In order to gather the information below, you need to conduct interviews with the company. You include the conversation reports as appendix with the completed form. The depth of the quick scan is important! For instance, use what you have learned from QS in year 1... in combination with external environment (For example, DESTEP) 1 ½ A4 quick scan (about 15 items 3-4 lines per item usually gives a good idea of the organisation and environment.
Short company profile	clear	Type of company, activities, environment	
Quick Scan	relevant, reliable	The relevant data about the company are clearly represented The information of the sub-areas of the organisation gives a clear picture of the activities, scope, size and environment in which the organisation operates.	
	relevant, reliable	Important market players have been named so the organisation can be put in a context. Relevant information about size, structure, constructions (holding etc.) and partners is clearly represented.	
	relevant, correct	The provided information is not just copy-pasted from the internet, but a detailed explanation by the student to give the assessor/external person a clear picture of the organisation.	
General requirements		The formal criteria regarding scope and supervision as mentioned above have been fulfilled. It is clear that the company coach has the relevant	

	knowledge and information to supervise the research.		
2. company problem/research area	Characteristic	S/I	Full description of problem? According to 6W model for example.
Reason for research:	clear		
Problem area/scope	complex		
	<p>There is a short, logical motivation for the proposed research (area) The area has to do with business administration and is not just focused on one department or part (for instance, marketing or ICT).</p> <p>The reason for the problem/research is complete and convincingly stated The problem has sufficient depth and complexity, but is manageable for HBO Bachelor research</p> <p>Is relevant for the field of Business Administration Literature that will have to be reviewed fits the research. The student indicates what he will have to learn more about.</p>		
3. Objective and relevance part	Characteristic	S/I	
Objective set by the company:	relevant		
	<p>The company is clear</p> <p>The assignment is relevant for the company</p>		
Learning objectives		S/I	
Reference to managerial competencies	<p>The student's learning objectives refer to the total of business administration competencies</p> <p>The learning objectives are concrete</p> <p>The learning objectives are tailored to the student and concretely reference modules, knowledge and skills that he/she wants to learn or develop further</p>		

Spelling, grammar	correct The student clearly references experiences from Internship 1 and the Pop up store or other project regarding the improvement of his performance. The request is written in correct Dutch Free of spelling and language errors and Sources have been correctly cited		
The request is complete	correct	Complete with the necessary appendixes	
Examiner's remarks and explanation			
The request has been approved/the request has been rejected			
Date Signature examiner			

Appendix 2 INTERNSHIP AGREEMENT GRADUATION INTERNSHIP

Internship agreement Graduation Internship



Page 1 of 2

The undersigned

A Inter College Business School in Amsterdam, herein represented by the graduation supervisor, Mr / Ms hereafter to be called Inter College,

and

B the internship-providing company (name) in, herein represented by Mr / Ms), hereafter to be called company coach,

and

C, hereafter to be called student, who, for the duration of the graduation process will be enrolled as a student at Inter College,

agree:

Article 1

The graduation project will take place in the period between and and has a duration of at least 23 weeks or so-called study load hours, of which 740 are completed within the company.

Article 2

The commissioning company appoints Mr / Ms as company coach.

Article 3

For the work of the graduation candidate, the same working hours apply as are used in the company and/or the department where the candidate will complete their graduation research.

Article 4

The purpose of the graduation research - the Bachelor Thesis - is to have the graduation candidate deliver a professional product in the form of a thesis, with which the student shows the ability to work and think at the level of a Bachelor of Business Administration. This is done with a research project and a problem definition defined by the graduation candidate. The graduation candidate is given the opportunity to work on the graduation assignment for an average of 4 days per week for the entire graduation period. If the student does other work as well, these are limited in scope and in line with the graduation guide. The graduation candidate is given the opportunity to include company information that has been made available to him in his thesis.

Article 5

The graduation candidate is obligated to keep confidential that which has been entrusted to him/her in confidence during the graduation research project, as well as any information he/she encounters of which he/she should be able to understand the confidential nature.

Article 6

If the graduation candidate is sick, he/she is obligated to report this immediately – at least before 9 am – to the company and the graduation supervisor and ICBS.

Article 7

The commissioning party is insured against the financial risks of legal liability of damage done to the graduating date by him or his subordinates.

Initial A	Initial B	Initial C

Article 8

Regarding possible reimbursement for travel and accommodation expenses and/or payment for the graduation research, the regulations that the internship company has for these matters apply.

Article 9

If problems occur during the graduation research project, the graduation candidate will first address the commissioning party from the commissioning company. Conflicts between the graduation candidate and commissioning party can be presented to the degree program management of Inter College Business School. If the commissioning party, the degree programme management and the graduation candidate cannot come to a solution, the conflict is presented to the management or – in the case of the assessment of the research – to the examination committee of Inter College Business School.

Article 10.

The commissioning party has the right to end this agreement forthwith if:

- the graduation candidate does not comply with the company coach's rules/instructions in the judgement of the commissioning party;
- the graduation candidate does not comply with his confidentiality agreement with the commissioning party according to art. 5.
- the graduation candidate otherwise behaves in such a way that it becomes unreasonable for the commissioning party to be expected to continue providing his/her support of the graduation research project.

Inter College Business School has the right to end this agreement forthwith and recall the graduation candidate if the graduation research project does not progress in accordance with the graduation internship location criteria described in article 3.2 of the 'Graduation Guide Graduation Internship'.

Furthermore, this agreement ends:

- at the end of the period agreed upon in article 1;
- with the mutual agreement of the parties.

Article 11.

The present graduation agreement is not an employment agreement as meant in article 7:610 of the Dutch Civil Code.

Agreed in		Date	
Name commissioning party (B)		Signature commissioning party	
Name graduation candidate (C)		Signature graduation candidate	
Representative Inter College Business School (A)		Signature Representative/ Inter College Business School	

Appendix 3 RESEARCH DESIGN ASSESSMENT

Max. 15 pages plus and a limited number of appendixes

1. The organisation, exploring the organisation	Characteristic	S/I	max 1 item still insufficient
Short company profile	clear	Type of company, activities, environment	
Short internal analysis	relevant, reliable	The relevant data about the company are clearly represented The information about the sub-areas of the organisation is complete Relevant topics (management, organisation, processes, finances etc.) that the research relates to have a substantiated conclusion (2 strengths and 2 weaknesses, substantiated in relation to the research)	
Short external analysis	relevant, reliable	Relevant topics (management, organisation, processes, finances etc.) that the research relates to have a substantiated conclusion (2 strengths and 2 weaknesses, substantiated in relation to the research) The information is substantiated, including with figures 2 opportunities and 2 threats have been identified related to the research and these have been convincingly substantiated.	
System	relevant, correct	The analysis is systematic and has been carried out using a correct model.	
2. Problem exploration/analysis part	Characteristic	S/I	max 1 item still insufficient (I)
Reason for research:	clear	The reason is well-developed The translation to the organisation is consistent The core of the problem has been identified	
Problem area/scope	complex	The problem has multiple facets/is sufficiently complex Provides sufficient theoretical depth Is relevant for the field of Business Administration	
Problem in relation to context:	clear, substantiated	The organisational context in relation to the problem is clear The organisational context has been discussed from a business administration perspective The context is limited to the limits of the research The solution to this problem contributes to the long-term vision for the business It is sufficiently substantiated that the problem is truly the problem (who, what, why, cause, when, purpose... is clear)	
3. Objective and relevance part	Characteristic	S/I	all parts have to be sufficient (S)

Objective set by the company:	relevant	The research is relevant for the company regarding strategic choices to be made The objective can be analysed using theory		
Substantiation of the choice:	convincing	The assignment has been described from the perspective of the company and is written as a SMART objective The desired result has been described/defined The objective is clearly formulated The objective is a logical result from the problem definition The objective is achievable within the context		
4. Detailed exploration part	Characteristic		S/I	max 1 item insufficient (I)
Detailed exploration	clear	The literature orientation is convincing and appropriate for the research assignment in terms of scope The type of research has been identified, similar studies were consulted methods, techniques and a system are applied that lead to a successful approach to and execution of the research It is clear what data needs to be collected and why The concepts and terminology have been applied correctly Multiple valid sources have been consulted The list of sources is complete and correct		
5. Research questions part	Characteristic		S/I	All parts have to be sufficient (S)
The central question	complex	The CQ requires research into multi-disciplinary sub-aspects in order to be answered Follows logically from the problem analysis Is BA-relevant and aimed at long-term business development Is based in the theoretical framework		
	clear	Is unambiguous (no 'and') Is open and result-oriented (for instance, under which conditions... in what way... in order to...) Provides sufficient theoretical depth The concepts used are unambiguously defined		
The theoretical framework	convincing	The literature/models have been compared and evaluated The TF contributes to deeper knowledge of the subject (new perspective?)		
The sub-questions	relevant	Is sufficiently abstract Lead to the answer to the CQ Are clear (no more than 3-5) Are logical in terms of order and coherence		

		Can be consistently converted to a research strategy		
6. Research methods part	Characteristic		S/I	All parts have to be sufficient (S)
The research methods are	convincing	<p>Directly linked to sub-questions and or the CQ</p> <p>Per sub-question, appropriate techniques and models have been mentioned</p> <p>Per sub-question, the right method has been indicated (steps and tools, in order of time)</p> <p>Selected in a methodically accountable way</p> <p>Realistic and feasible within the research</p>		
The research design	convincing	<p>Is logical</p> <p>Is systematic</p> <p>Mentions the population/object to be researched</p> <p>Attention has been paid to the validity and reliability of the sources and how the information is obtained</p>		
The timeline	realistic	The timeline is realistic		
7. Reporting part	Characteristic		S/I	All parts have to be sufficient (S)
Spelling, grammar	correct	The style is consistent and professional no more than 10 spelling errors in the entire document (total of typo, spelling error, singular/plural etc.)		
Citing sources	correct	In accordance with APA, complete		
Layout	correct	Conform research layout regulations		
Length	correct	Max. 15 pages excl. a limited number of relevant appendixes		

Appendix 4 RESEARCH ASSESSMENT REPORT

Length: max. 40 pages excl. **relevant** Appendixes:

All parts need to be given a sufficient mark (>5.5).

1 FORM REQUIREMENTS	Characteristic	Very Insufficient/Insufficient	Sufficient/Good
Tidiness	<p>cover page complete: Title, subtitle, details commissioning party, details student, graduation guide, name degree programme, date, correctly bound</p> <p>layout Typography and design are functional, supports understanding of the text Consistent Pictures and tables with correctly referenced sources</p> <p>complete All required parts, from management summary to appendixes are present</p>		
Spelling, grammar	<p>correct The style is consistent and professional no more than 10 spelling errors in the entire document (total of typo, spelling error, singular/plural, wrong tense etc.)</p>		
Structure and length:	<p>correct Logical and consistent, within the prescribed length No repetitions</p>		
Management summary	<p>professional Contains at least the problem definition, main question and essential conclusions and recommendations</p>		
Source references	<p>correct In accordance with APA, complete, consistent</p>		
2 The organisation	Characteristic	Very Insufficient/Insufficient	Sufficient/Good
Short company profile	<p>clear Type of company, activities, environment</p>		
Results of the organisational analysis	<p>relevant, reliable The relevant results of the organisational analysis, both internal and external, have been clearly presented The relation to the research has been convincingly worded The organisational analysis from the preliminary research as well as the research plan with approval have been included as appendix</p>		
3 Problem analysis, purpose of the research	Characteristic	Very Insufficient/Insufficient	Sufficient/Good
Reason for research:	<p>clear The reason is well-developed The terminology is unambiguously, terms have been defined The core of the problem has been identified</p>		
Objective set by the company:	<p>relevant The relevance for the commissioning party and the purpose that the research is supposed to achieve, are clear and well-founded The objective can be analysed using theory</p>		
Problem analysis	<p>complex The problem has multiple facets that interact with each other and is therefore sufficiently complex The context of the problem has been analysed deeply. Embedded The correct theoretical framework has been applied for the analysis</p>		

	substantiated	<p>The information is funnelled</p> <p>There is sufficient substantiation that the problem is truly the problem.</p> <p>It is a current/topical problem</p> <p>The solution to this problem contributes to the long-term development of the business</p>		
Objective of the research	logical and unambiguous	<p>The objective follows logically from the problem analysis</p> <p>The objective is clearly and unambiguously (with defined terminology, where necessary) worded</p> <p>Can go beyond the objective of the commissioning party If this is the case, it is clearly indicated</p>		
4 Research questions	Characteristic		Very Insufficient/Insufficient	Suf Go
The central question	complete, clear	<p>The CQ requires research into multi-disciplinary sub-aspects in order to be answered</p> <p>Follows logically from the problem analysis and objective</p> <p>Is BA-relevant and aimed at long-term business development</p> <p>Is based in the theoretical framework</p> <p>Is concrete and delineated</p> <p>Is unambiguous (no 'and')</p> <p>Is open and result-oriented (for instance, in what way... in order to...)</p> <p>Provides sufficient theoretical depth</p> <p>The concepts used are unambiguously defined</p>		
The theoretical framework	convincing	<p>The choice of literature/models has been substantiated</p> <p>The TF contributes to deeper knowledge of the subject (new perspective?)</p> <p>Is sufficiently abstract</p> <p>All is functional and free of pedantic and academic connotations</p>		
The sub-questions	relevant	<p>Lead to the answer to the CQ</p> <p>Are clear and unambiguous (no more than 3-5)</p> <p>Are logical in terms of order and coherence (no more than 3 to 5)</p> <p>Can be consistently converted to a research strategy</p>		
5 Research methods	Characteristic		Very Insufficient/Insufficient	Suf Go
The research methods are	adequate	<p>Directly linked to sub-questions and or the CQ</p> <p>Per sub-question, suitable techniques and methods have been correctly applied</p> <p>Are located in a (logical) place in the text</p>		
	argued, complete	<p>Argued and accounted for: Which research method for which sub-question and why with what goal (output-oriented)</p>		
The methods of data collection	methodologically accountable	<p>Accounting for nature, selection and size of the group</p> <p>Contains statements regarding the validity</p>		

		<p>Have been critically explored regarding their reliability and validity. Where limits or doubts may arise, these have been mentioned</p> <p>Additional actions have been taken in case doubts about the quality (validity, reliability) of for instance respondents has arisen</p> <p>In the case of qualitative research, the number of respondents has been adjusted to the questions</p> <p>The representativeness of the random tests is substantiated</p>		
Method of data analysis		<p>Fits the questions and the type of answers</p> <p>The method of data analysis is discussed</p>		
The research design	convincing	<p>Is logical</p> <p>Is systematic</p> <p>Attention has been paid to validity and reliability</p> <p>Mentions the population/object to be researched</p>		
The timeline	realistic	<p>The timeline has been adjusted where needed</p>		
6 Quality of the literature	Characteristic		Very Insufficient/Insufficient	Suf Go
The literature and sources are relevant, representative and go beyond the literature used at school	relevant	<p>The sources are representative</p> <p>Contains a short inventory of earlier research (what was already known about this type of problem/research topic? What is new? Sources have added value</p> <p>Diverse sources have been consulted (valid)</p> <p>Sufficient sources have been consulted (depth)</p>		
Arguments are given for the choice of literature and sources	convincing	<p>Relevant literature is explained</p>		
Literature and sources are adequately applied, including for answering the CQ	adequate	<p>The parts of the research are based on sources</p> <p>The theoretical framework is used for answering the CQ</p> <p>When discussing theory, the focus is on the core issues</p> <p>The primary source has been consulted as much as possible</p> <p>Sources are compared to each other</p> <p>Sources are discussed critically</p> <p>The literature is referenced</p>		
7 Analysis and interpretation of the data	Characteristic		Very Insufficient/Insufficient	Suf Go
Analysis of research data, interpretation	clear	<p>It has been systematically described what work the student has done for the analysis, the analysis is verifiable and repeatable.</p> <p>Main and side issues</p> <p>Clear and unambiguous representation</p> <p>To-the-point</p>		

<p>Method</p> <p>Results</p>	<p>methodologically accountable</p>	<p>Methods are applied correctly</p> <p>Interpretation does not go beyond what can be argued based on the results</p> <p>The results relate to the sub-questions and provide answers on the questions</p> <p>The results are factual findings from the analysis results</p> <p>The results are described to the point</p> <p>The results are relevant findings from the main text</p>		
<p>8 Conclusions and recommendations</p>	<p>Characteristic</p>		<p>Very Insufficient/Insufficient</p>	<p>Suf Go</p>
<p>The conclusions</p>	<p>follow logically from the research results</p>	<p>Clear relation between question, research and conclusion</p> <p>clearly formulated</p> <p>Based on research results</p> <p>Sufficiently specific</p> <p>Sharp (main and side issues separated)</p>		
	<p>answer the sub-questions</p>	<p>Make a connection between sub-conclusions</p> <p>Provide a real answer to the sub-question</p> <p>Are logical</p>		
	<p>answer the CQ</p>	<p>There is a main conclusion that answers the central question</p> <p>The main conclusion is sufficiently specific</p> <p>Shows the main issues</p>		
<p>The recommendations</p>	<p>they are separated from the conclusions</p>	<p>The recommendations have been clearly argued and are persuasive</p> <p>Based on the research results and conclusions</p>		
	<p>Relevant, realistic</p>	<p>Concrete</p> <p>Practically applicable</p> <p>The recommendations provide a basis for follow-up actions</p> <p>Relevant for the company</p> <p>Fitting for the type of company and its vision/mission (strategically) feasible and including a realistic implementation proposal</p>		

Appendix 5 SELF-REFLECTION REPORT ASSESSMENT			Very Insufficient/Insufficient	Sufficient/Good/Very Good
Research evaluation	critical	<p>Critical attitude, looking for new insights, wanting to innovate</p> <p>Applying knowledge from other studies, good idea of existing studies</p> <p>Independence: Independently taking the research steps, finding information and solutions</p> <p>Application of the knowledge gained during their studies and gaining new knowledge</p> <p>Contact with commissioning party and result</p> <p>Ability to argue and substantiate</p>		
Work activities, personal skills	critical	<p>Adapting to the company culture</p> <p>Independently conducted work activities</p> <p>Taking initiative</p> <p>Working with others</p> <p>Communication</p> <p>Planning</p> <p>Enterprising/entrepreneurial</p> <p>Accuracy</p> <p>Innovation</p> <p>Persuasiveness</p> <p>Leadership and team spirit</p> <p>Result-oriented</p>		
Relation to the final competencies	convincing	<p>Proving the achieved level</p> <p>Relation between work/research/study and final competencies (application of the Body of Knowledge)</p> <p>Maturity of the reflection on the achieved level</p>		
FORM REQUIREMENTS			Very Insufficient/Insufficient	Sufficient/Good/Very Good
Layout	Appealing, clear	<p>Typography and design are functional, supports understanding of the text</p> <p>Is consistent</p> <p>Is careful</p>		
Spelling, grammar	correct	<p>The style is consistent and professional</p> <p>no more than 5 spelling errors in the entire document (total of typos, spelling error,</p>		

	singular/plural, wrong tense etc.).		
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Appendix 6 FINAL INTERVIEW ASSESSMENT AND GRADUATION PROCESS FINAL ASSESSMENT

Surname student		Student number									
Initials(s)											
Given name		Date									
Title research report:											
Initials examiners											
		Mark									
		1	2	3	4	5	6	7	8	9	10
Presentation											
The presentation is clear and structured											
The presentation is complete											
The candidate addresses management as a professional											
Language and performance are professional											
The presentation creates support for the recommendations											
The visuals are professional											
Interaction with panel											
The candidate adequately responds to questions, is to-the-point and provides explanation when needed											
He/she anticipates possible questions, does not wait and see											
He/she is critical and can respond adequately to critical questions											
The student is open to questions, steers part of the conversation											
Contents											
The candidate proves that he/she conducted all parts of the research by displaying detailed knowledge											
He/she can substantiate and motivate his/her research strategies											
He/she can apply relevant steps/results from this research to other (possible) studies as well											
He/she can provide alternatives for the methods and theory that have been used											
He/she shows knowledge of (applied) sources and literature											

Name student

	1	2	3	4	5	6	7	8	9	10
Reflection										
The candidate reflects on his own performance and learning process										
The student shows a critical and objective attitude regarding his graduation project, the results and its added value										
He/she can put himself/herself in the position of the management who have to take decisions and can substantiate choices from a management perspective										
He/she paints a clear and persuasive picture of his/her career plans										
Her/his attitude and performance are professional and persuasive and in accordance with the final competencies/requirements for the Bachelor of Business Administration										

FINAL MARK

Examination committee assessment	Mark from 1 to 10
1. Final mark thesis (70%) Research report (mark 90%) and Self-reflection report (mark 10%) = final mark thesis. Each part has to have been given a mark of at least 5.5. This mark has a weighting of 80% in relation to the final interview:	
2. Final interview (30%)	
TOTAL MARK	

Date : _____

Name examiner 1:

Signature: _____

Name examiner 2 :

Signature : _____

Appendix 7: STUDENT ASSESSMENT, to be filled out by company coach

Please present a signed copy to the student at the end of the internship period. It is advisable to use the points below during feedback conversations with the student.

Assessment form student performance for completion of the Graduation Internship						
Name student	Name internship company					
Internship period (date)	Name company coach					
Phone	Phone					
Email	Email					
Date						
Signature company coach:						
To what extent does the graduation candidate meet the statements below according to you?	Excellent	very sufficient	sufficient	not very	insufficient	N.A.
Has sufficient knowledge of business administration fields and is able to coherently apply this knowledge						
Sees the connection between different parts and or processes in the organisation						
Is broadly interested and aware of current and social developments						
Is able to plan and carry out a (research) project						
Is able to set up a research project and carry this out largely independently						
Is inquisitive and applies this where relevant						
communicates pro-actively and effectively at work						
works with others and can achieve consensus in the immediate work environment						
Is able to take decisions (regarding a project)						
Addresses questions and/or problems in team situation pro-actively and comes up with a solution						
Is able to focus on his work and do it accurately						
Is able to make contact with relevant stakeholders and approach them professionally						
Is able to adapt to the organisation and the team						
Is able to, when needed, to lead employees or a team						
Completes tasks even under difficult circumstances, is goal-oriented						
Takes responsibility						
Is willing to listen to feedback about his performance and open to criticism						
Is willing to develop himself/herself						
Is persuasive						
Is able to communicate professionally						
Space for remarks						

**Appendix 8: Statement of hours
Graduation Internship**

General details			
Intern name		Date	
Student number		Home address	
Field of study		Postcode	
Location		Location	

Hereby,

_____ (name company coach)

declares **that** _____ (intern name)

has done an internship for at least 740 hours for the purposes of graduation in accordance with the ICBS graduation guide during the period from

_____ / _____ / _____ (dd/mm/yyyy)

until

_____ / _____ / _____ (dd/mm/yyyy)

at _____ (name internship company)

in _____ (location internship company)

_____ (signature company coach),

Date

_____ / _____ / _____ (dd/mm/yyyy)

Appendix 9 STATEMENT OF OWN WORK

ICBS STATEMENT OF OWN WORK <i>This statement of own work is part of the thesis.</i>

Date on which this document was submitted	
--	--

Undersigned

Surname student	Initials	Given name	Student number
-----------------	----------	------------	----------------

declares that:

1. the following paper is his/her own and therefore does not infringe on the copyright of another'
2. all consulted sources (including online sources) have been correctly cited;
3. quotations and paraphrases are indicated as such;
4. does not contain work from previous assignments by the students that have already been used, written or published for other purposes, without it being cited as a source;
5. the work does not contain a total of more than 7% cited text.

Title of the paper

Signature			
Surname student, initial	Date	Location	Signature

Violating the 'Statement of own work' above will be considered fraud and/or plagiarism as described in ICBS' Education and Exam Regulations

Appendix 10 EVALUATION FORM FOR COMPANIES

Inter College
Business School Reinvented

Name internship company		
Name company coach		
Email / phone		
Name of student who you supervised		
Name of graduation supervisor you were in contact with		
Internship period		
	Space for remarks	Give a rating on a scale of 1 to 10
What is your opinion about the added value of the research for your organisation?		
What is your opinion about how the student carried out the graduation assignment?		
Does the student meet your expectations of a graduating Bachelor candidate?		
How did the contact with the graduation supervisor go?		
Is the graduation supervisor knowledgeable?		
Did you read the information about the graduation process?		
How do you rate the information provided by ICBS?		
Did you attend the final interview?		
How do you rate the level of the final interview?		
What aspects should the school pay additional attention to?		
Would you consider accepting another graduating intern from ICBS?		
Would you like to stay informed about developments and events at ICBS?		
Do you have any other remarks or suggestions?		
<i>Thank you for your time and cooperation.</i>		

Appendix 11 COMPETENCIES OF THE DEGREE PROGRAMME

ICBS PROGRAMME EXIT COMPETENCIES	
01	General Management: mission, vision and policy
<p>Relation to BBA 01</p> <p>BBA Domain competencies</p> <p>Developing a vision on changes and trends in the external environment and developing relations, networks and chains.</p>	<p>The graduate can, in the function of manager of an (international) organization, make a contribution to the development of an organization's new vision/mission and policy based on the translation of relevant trend and developments, among others.</p> <p>He will thereby test the policy against environmental requirements and the requirements from a societal and legal context (governance). In communication he will focus on from mission and policy to external and internal stakeholders on different levels and can enter into and develop cooperation relations in networks and chains. He sees opportunities and knows how to seize these to develop the organizations through or to initiate a business or start up a (part of an) organization. He can translate trends to a feasible concept and do the necessary research this requires and convince stakeholders.</p>
02	General Management: Strategy formation and translation to functional policy plans
<p>Relation to BBA 02</p> <p>BBA Domain competencies</p> <p>Analyzing of policy issues, translate to policy objectives and preparing alternatives for decision process.</p>	<p>The graduate can, in the capacities of manager of an organization and entrepreneur, adequately analyze policy issues and transfer these to clear and feasible company objectives for the entire organization which reflect the current societal requirements ('corporate governance'). He can develop concepts to this end and map and test risks and opportunities. He substantiates the decisions process. He delivers correct analyses and correctly applies the necessary analysis models.</p> <p>He can, among others, correctly execute:</p> <p>Environmental research (DESTEP-method), branch researches, competition analysis, market and customer researches and SWOT-analyses.</p> <p>He can give oral and written advice – in the English language as well.</p> <p>He will offer alternative strategies for the solution of organization issues and can record these in project plans. He foresees the consequences for a business and gives alternatives based on scenarios. He can indicate which follow-up steps have to be taken and oversee these as well. He puts the business development first, having innovation as a purpose.</p> <p>He is capable of making (business) plans and of doing research into the feasibility for these objectives and to realize these, where he can analyze the impact on the functional areas of the organization, including marketing, finances, logistics, e –Business and staff, and can anticipate as an entrepreneur.</p> <p>As an entrepreneur he can thus develop feasible and convincing business models and test these against feasibility, taking into account the recent societal requirements ('corporate governance') and organization objectives, and execute these – whether or not project-based) in a responsible way and start a business.</p>
03	HRM
<p>Relation to BBA 03</p> <p>BBA Domain competencies</p>	<p>The graduate can design and implement the human resources in his capacity as manager and entrepreneur. He makes sure that operations can be executed effectively and efficiently. He knows how to map the business need and to translate it to human resources. He can apply the personnel instruments (recruitment, working conditions policy up to and until exit) and</p>

Applying human resource management in view of the strategy of the organization.	knows how to develop and bind personnel. He takes into account the national laws and regulations. He reacts to changes in the environment and can translate these to plans and actions for business and human development.
04	Process management and Quality Care
Relation to BBA04 BBA Domain competencies Design and control of business or organization processes.	<p>The graduate can, in his capacities as manager and entrepreneur, design an organization and operating and organizational processes (information, communication and decision process) in such a way that the organization's objectives can be achieved efficiently and effectively. He can develop and design fitting organization structures for an organization enabling an efficient and effective organization.</p> <p>He has knowledge of the operations and can design the organization – managing on quality. Hereby he can, using persuasive power and the right control-instruments, motivate the people because he makes the quality requirements and the importance transparent.</p> <p>He can therefore analyze these processes, assess them on quality and design/redesign them.</p> <p>He has the basic knowledge to manage a quality system that makes the processes and performance-indicators insightful and can indicate which management data the management needs. He can communicate with IT specialists in order to optimize processes and IT-support.</p>
05	Financial management
Relation to BBA05 BBA Domain competencies Analysing the financial and legal aspects, internal processes and the business or organization environment to strengthen coherence and cooperation.	<p>The graduate can, in his capacities of manager and entrepreneur, translate the objectives of an organization to financial objectives and manage and control these. He shall, for this purpose, use the financial instruments cost distribution, budgeting, cash flow overviews, budget plans and financial statement reporting. He will also map the financial risks in operations and, where necessary, deploy financial specialists in time. Based on those outcomes, he can make decisions for which he weighs the consequences and looks for solutions to achieve these.</p> <p>He needs to provide for adequate analyses and interpretations by using the instruments and make or have made (sub) reports. He needs to be able to interpret (existing) reports and to communicate about this with managers inside the organization and stakeholders outside of the organization.</p> <p>As the person responsible for an organization, he makes the investment accountability and can determine risks – also with mergers and take-overs – based on, among others, provided data. He has to know therefore how to interpret signs and has to be able to make sensible decisions with a limited risk.</p> <p>He also contributes to the insightful, verifiable and accountable achievement of financial objectives. All this under the requirements of good "corporate governance". He can therefore tune financial interest in with corporate social responsibility because he weighs up the stakes and offers sustainable solutions.</p>
06	Change management
Relation to BBA 06 BBA Domain competencies	The graduate can, in his capacities of manager and entrepreneur perceive the necessary changes and indicate what needs to change. He is decisive, makes it easy to bring up the necessary changes and to make the transition to the implementation side of the change. He is capable of analyzing the ist and soll situation and of specifically indicating what

<p>Develop, implement and evaluate a change process.</p>	<p>needs to change substantially. On that basis, he can work out a necessary change strategy, systematically record the changes and implement it (have it be implemented) with the help of a project-based action plan. He knows how to communicate this and he is capable of monitoring and securing the change plan.</p>
<p>07</p>	<p>Generic competency</p>
<p>Relation to BBA 07 BBA Domain competencies Social and communicative competencies (integral competency, see HBO Raad Domain competency)</p>	<p>The graduate can, in his capacities as manager and entrepreneur, cooperate in a complex and multidisciplinary professional environment and think along in situations that bring goal change and design of the organization and which require a high degree of leadership, customer-orientation and collegiality.</p> <p>He is capable of communicating effectively at all levels and in the common language, of convincing and of creating support.</p> <p>He has a variety of management skills, both oral as well as written. In terms of professional duties this encompasses matters such as drafting and writing of plans and notes, informing, consulting, stimulating, motivating, negotiating, formulating decisions, applying conversation models, etc.</p>
<p>08</p>	<p>Generic competency</p>
<p>Relation to BBA 08 BBA Domain competencies Self-managing competency (integral competency, see HBO raad Domain competencies)</p>	<p>The graduate can, in his capacities a manager and entrepreneur, make an analysis of his own competencies on the one hand, and the specific competencies needed to function well within the occupational field on the other hand. He is capable of indicating which competencies he lacks and sets goals for improvement of his performance, where feedback from colleagues and superiors play a detectable role. He can draft an attainable personal development plan (POP) and he knows how to translate this to concrete actions.</p> <p>To this end, he can apply models, self-analysis and management instruments.</p> <p>MBTI RET STAR SWOT KPI Covey</p>

Appendix 12 TIME FRAME GRADUATION INTERNSHIP

	Week		
At least four weeks prior to the internship		Submit graduation request at stage@intercollege.nl	The graduation request will be assessed by an examiner within 10 working days.
After approval by the examiner:			
Start internship	1	Orientation within the company.	Arrange appointment with company coach and graduation supervisor
		Gather information for organisational analysis. Choose suitable analysis models Literature orientation	
	2	Elaborate organisational analysis	Company visit graduation supervisor
	3	Problem definition, identify the type of research, literature review	
	4	Develop research design	
	5	Draft research design to internship supervisor	
	6	Develop research design	
Submit research design	7	Finalise research design and submit it	The research design will be assessed by the graduation supervisor and an independent examiner
	8	Literature review, make appointments with people you plan to interview, create questionnaires, check availability of the sources etc.	
	9	Desk research, screening materials and building database	
Conducting research	10	If research design approved: start research, in case of rejection: revise research design.	
	12	Conducting research	
	13	Conducting research	
	14	Conducting research	
	15	Conducting research	Progress report company coach and internship supervisor
	16	Conducting research	
	17	Conducting research	
	18	Data analysis	
	19	Data analysis	
	20	Conclusions	
	21	Recommendations/implementation	
	22	Final report	
Final report	23	Final report	
	24	possible overrun	
Final submission date final report	25	Submit final report	