



**Bedrijfskunde /  
International Business Administration  
MAN-BCU340  
Internship Business Administration**

# COURSE MANUAL

## COURSE OVERVIEW

|                           |  |
|---------------------------|--|
| <b>Course Name</b>        | Internship Business Administration   |
| <b>Course Code</b>        | MAN-BCU340   |
| <b>Course Period</b>      | Academic Year 2025-2026  |
| <b>Course Coordinator</b> | Prof. Ayse Saka-Helmhout<br>Professor of Comparative Management  |
| <b>Lecturers</b>          | Faculty Supervisors: <ul style="list-style-type: none"> <li>• Dr. ir. Nanne Migchels</li> <li>• Dr. Carolin Ossenkop</li> <li>• Prof. Ayse Saka-Helmhout</li> <li>• Dr. Michel van Berkel</li> </ul> |
| <b>Prerequisites</b>      | No formal prerequisites. Completion of all first and second-year courses is strongly recommended.  |
| <b>Learning Outcomes</b>  | After completing the internship, you are able to:  |

|                         |   |
|-------------------------|---|
|                         | <ul style="list-style-type: none"> <li>• Design and execute a research project to address a specific organizational problem or question.</li> <li>• Apply the academic knowledge, theories, and concepts taught in the business administration bachelor programs to a practical situation.</li> <li>• Use academic research methods to collect, analyze, evaluate, and interpret empirical data.</li> <li>• Report the findings of a research project by writing a comprehensive and persuasive report that complies with academic and professional writing standards.</li> <li>• Reflect on your experiences during the internship, evaluate your strengths and areas for improvement, and set new personal development goals.</li> <li>• Evaluate how your internship tasks and the characteristics of the host organization influence your professional objectives and desired career path.</li> </ul> |
| <b>Assessment</b>       | <ul style="list-style-type: none"> <li>• Internship Report (70%)</li> <li>• Personal Reflection Report (30%, 10% of which is the host organization's assessment)</li> </ul>   |
| <b>Language</b>         | Dutch or English  |
| <b>Document Version</b> | August 2025   |

## CONTENT

The Internship in Business Administration gives you the opportunity to apply the academic knowledge and skills you acquired in your bachelor program to a practical situation. You will learn how to design and execute a research project to address a specific organization problem or question, and present your findings in a comprehensive and persuasive internship report. You will also reflect on the internship assignment, internship tasks, and the characteristics of the host organization, to review and update your personal and professional development

goals. By the end of the internship, you will understand how academic knowledge can be applied in practice and recognize new opportunities for personal and professional growth.

This course incorporates a dual assessment approach to assess the application of your academic knowledge and skills, and the contribution of the internship to your personal and professional development goals. First, you will write an **internship report** in which you explain how you addressed the specific organizational problem or question. The report captures all elements of the research project, including the problem definition, theoretical background, methodological approach, presentation of results, and a discussion of your project's implications. Second, you will write a **personal reflection report** in which you reflect on your experiences during the internship. This report describes if and how the internship changed your personal and professional development goals. It will receive input from the organization on your learning trajectory such as how you executed operational decisions, handled solutions, and understood and were able to demonstrate transferable skills.

## Learning Outcomes

After completing the internship, you are able to:

1. Design and execute a research project to address a specific organizational problem or question.
2. Apply the academic knowledge, theories, and concepts taught in the business administration bachelor programs to a practical situation.
3. Use academic research methods to collect, analyze, evaluate, and interpret empirical data.
4. Report the findings of a research project by writing a comprehensive and persuasive report that complies with academic and professional writing standards.
5. Reflect on your experiences during the internship, evaluate your strengths and areas for improvement in the execution of operational decisions, handling

solutions and understanding and being able to demonstrate transferable skills, and set new personal development goals.

- Evaluate how your internship tasks and the characteristics of the host organization influence your professional objectives and desired career path.

Table 1 and 2 show how the end qualifications of your bachelor program are related to the learning outcomes of this course. An “end qualification” of a study program refers to the set of competencies, skills, knowledge, and abilities that you are expected to have acquired by the time you graduate. These qualifications define what you should be able to do or demonstrate upon completing your bachelor program. The research project will strengthen your competencies, skills, knowledge, and abilities related to the first four end qualifications: theory, research, connection to practice, and professional and personal development. The personal reflection report strengthens your ability to develop professionally and personally (the last end qualification).

**Table 1**

*Link between the end qualifications of the **Bachelor Bedrijfskunde** program and the learning outcomes of this course.*

| End Qualification  | Course Learning Outcome  |
|--|--|
| <p><b>1. Theory:</b> Critically assess important ideas, theories and concepts of business administration from an integrated perspective and relate them to current developments and debates.</p> | <p>2. Apply the academic knowledge, theories, and concepts taught in the business administration bachelor programs to a practical situation.</p> |
| <p><b>2. Research:</b> Use relevant concepts and methods from social sciences to critically evaluate empirical research, perform business administration</p>                                     | <p>1. Design and execute a research project to address a specific organizational problem or question.</p>  |



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|--|--|
| <p>research, and conduct interventions to drive meaningful change.</p>   |  |
| <p><b>3. Connection to Practice:</b> Identify business challenges, analyze their root causes, develop and communicate effective, actionable solutions, demonstrate the ability to transfer academic knowledge to real-world business contexts.</p> | <p>3. Use academic research methods to collect, analyze, evaluate, and interpret empirical data.</p>   |
| <p><b>4. Professional and Personal Development:</b> Demonstrate effective communication skills and teamwork, ownership of personal and professional growth, ethical leadership and self-reflection required by various business environments.</p>  | <p>4. Report the findings of a research project by writing a comprehensive and persuasive report that complies with academic and professional writing standards.</p> <p>5. Reflect on your experiences during the internship, evaluate your strengths and areas for improvement in the execution of operational decisions, handling solutions and understanding and being able to demonstrate transferable skills, and set new personal development goals.</p> <p>6. Evaluate how your internship tasks and the characteristics of the host organization influence your professional objectives and desired career path.</p> |

**Table 2**

*Link between the end qualifications of the **Bachelor International Business Administration** program and the learning outcomes of this course.*

| <b>End Qualification</b>   | <b>Course Learning Outcome</b>   |
|--|--|
| <p><b>1. Theory:</b> Critically assess important ideas, theories and concepts from an integrated perspective of international business administration and relate them to current developments and debates.</p>   | <p>2. Apply the academic knowledge, theories, and concepts taught in the business administration bachelor programs to a practical situation.</p> |
| <p><b>2. Research:</b> Use relevant concepts and methods from social sciences to critically evaluate empirical research, perform business administration research, and conduct interventions to drive meaningful change.</p>                                     | <p>1. Design and execute a research project to address a specific organizational problem or question.</p>  |
| <p><b>3. Connection to Practice:</b> Identify business challenges, analyze their root causes, develop and communicate effective, actionable solutions, demonstrate the ability to transfer academic knowledge to real-world international business contexts.</p> | <p>3. Use academic research methods to collect, analyze, evaluate, and interpret empirical data.</p>   |
| <p><b>4. Professional and Personal Development:</b> Demonstrate effective, multicultural communication skills and</p>  | <p>4. Report the findings of a research project by writing a comprehensive and persuasive report that complies</p>                               |



|   |  |
|---|--|
| <p>teamwork, ownership of personal and professional growth, ethical leadership and self-reflection required by various international business environments.</p> | <p>with academic and professional writing standards.</p> <p>5. Reflect on your experiences during the internship, evaluate your strengths and areas for improvement in the execution of operational decisions, handling solutions and understanding and being able to demonstrate transferable skills, and set new personal development goals.</p> <p>6. Evaluate how your internship tasks and the characteristics of the host organization influence your professional objectives and desired career path.</p> |
|---|--|

**Place in the curriculum**

The internship plays an important role in the business administration curriculum. It provides students with a valuable opportunity to apply the theoretical knowledge they have acquired in the first two and a half years of their study in a real-world context. It offers students a unique learning experience that integrates theory, research, and practical skills. Furthermore, it prepares students for the realities of the workplace, stimulates their professional development, and helps them transition smoothly from student life to a career in business.

**Breakdown of the 12 ECTS study load**

The study load of the internship is 12 ECTS, which is equivalent to 336 hours or 42 days. Your internship assignment should match the study load and have a duration of at least 42 days. You need to complete all tasks and activities of this course within the time that is allocated to your assignment. The host organization

needs to give you enough time to design and execute your research project, work on your internship and professional reflection reports, and meet with your faculty supervisor. A suggested breakdown of your study load is listed below and summarized in Table 2.

- **Work at the Host Organization – 248 hours / 31 days:** This includes all the time you spend working directly on tasks assigned by the organization. It also covers the time you need for the design and execution of your research project. Note: The time for your research project is included here because the size and scope of internship research projects vary.
- **Internship Proposal Writing – 24 hours / 3 days:** This includes the time you spend developing a well-structured proposal that outlines the research question, objectives, methodology, and expected outcomes of your research project.
- **Meetings with Faculty Supervisor – 8 hours / 1 day:** This includes the time you spend on meetings with your faculty supervisor in which you discuss progress, get feedback on the research proposal and reports, and receive overall guidance. It also includes the time you need to prepare for and follow-up on those meetings.
- **Writing the Internship Report – 40 hours / 5 days:** This includes the time you need to write a comprehensive report that documents the research process and findings of your research project. Note: the time you require for the design and execution of your research project is *not* included here (see “Work at the Host Organization”).
- **Writing the Personal Reflection Report – 16 hours / 2 days:** This includes time to reflect on your internship experience, identify the things you have learned, identify avenues for further professional development, and describe how the experience has contributed to academic and career goals.

**Table 2**

*Tasks and suggested time allocation in hours.*

| Task | Time Allocated |
|------|----------------|
|------|----------------|

|  |                  |
|--|------------------|
| Internship Assignment (at the host organization) | 248 hours        |
| Internship Proposal Writing                      | 24 hours         |
| Meetings with Faculty Supervisor                 | 4 hours          |
| Internship Report Writing                        | 44 hours         |
| Personal Reflection Report Writing               | 16 hours         |
|  |                  |
| <b>Total</b>                                     | <b>336 hours</b> |

### How this course prepares you for the job market

The internship is a valuable step in preparing you for the job market. It provides practical experience, develops essential professional skills, and offers insights into industry practices and expectations. By applying your academic knowledge in real-world situations, building professional networks, and gaining exposure to workplace dynamics, you will be well-equipped to either transition into the workforce or select an appropriate Master of Science (M.Sc.) program.

## ORGANIZATION

### Internship Eligibility

Not every internship assignment is suitable. To be able to receive the 12 ECTS of this course, internship assignments need to satisfy the following criteria:

- The internship assignment is related to the topics, theories, and themes of the (International) Business Administration programs at the Radboud University Nijmegen.
- The minimum duration of the internship assignment is 336 hours (42 days).
- The host organization agrees to mentor you and supervise the writing of your internship report. It also assesses your learning trajectory, including role specific knowledge/skills, communication skills, stakeholder interaction, decision-making, attitude, initiative and proactivity, appearance, punctuality, and reliability at work.



- Your tasks as an intern are clearly delineated and allow you to complete your internship assignment, internship report, and personal reflection report within the allocated time.

## Structure

Unlike other courses, the internship business administration does not have a fixed schedule. Your schedule depends on the duration of the internship assignment (which can be 336 hours or more) and its planning (for example, two days per week for a longer period or 5 days per week for a shorter period). However, every internship consists of the following four phases:

1. **Application Phase.** In the first phase of the course, you need to find a suitable internship and submit an online application by filling out this [form](#). We do not yet offer support during this phase. You can find potential internships on platforms like [Radboud Career Platform](#), [stageplaza.nl](#), or [integrand.nl](#). You can also search for internships on the websites of organizations you like, such as [Unilever](#), [Shell](#), [Akzo Nobel](#), [ASML](#), or [Albert Heijn](#).
2. **Proposal Phase.** In the second phase of the course, you will write an internship proposal in which you describe the research project you will carry out during the internship. This phase will be supervised by your faculty supervisor: a faculty member with expertise related to your internship assignment.
3. **Internship Phase.** In the third phase of the course, you will work on your internship assignment and carry out the research project. You will apply the academic knowledge, theories, and concepts taught in the (international) business administration bachelor programs, and use academic research methods to collect, analyze, evaluate, and interpret empirical data. This phase is supervised by the host organization and the faculty supervisor.
4. **Assessment Phase.** In the last phase of the course, you will finalize your internship and personal reflection reports. These reports will be assessed by your faculty supervisor. The reflection report will also include the assessment of your host organization.

## Communication

The communication in this course takes place through three different channels. Each channel has different purposes. If you have questions about your internship assignment or your research project, please direct your questions to the right channels.

- **Brightspace.** The Brightspace page contains all the information you need to go through the four phases of the course. All formal documents need to be submitted here including the internship contract, internship proposal, internship reports, and personal reflection report. Your faculty supervisor will use Brightspace to provide feedback on your draft proposal and draft reports. Furthermore, your faculty supervisor will use Brightspace to grade your reports.
- **Faculty Supervisor.** If you have questions about the *structure* or *content* of your internship proposal, internship report, or personal reflection report, your faculty supervisor is your first point of contact. He or she evaluates your work and will guide you through the process.
- **Course coordinator ([ba.internships@ru.nl](mailto:ba.internships@ru.nl)).** If you have general questions about the *course*—for example, questions about course registration or access to Brightspace—you can direct them to the course coordinator at [ba.internships@ru.nl](mailto:ba.internships@ru.nl).

## AI Policy

In this course, the use of ChatGPT or other generative AI-systems is **only** permitted if this is explicitly stated in the assignments (the internship proposal, internship report and personal reflection report). Every use of ChatGPT or generative AI-systems that deviates from the provisions formulated for this course, will be considered potential fraud and will be submitted to the Examination Board.

## COURSE MATERIALS

## Required Course Materials

This course does not have required course materials. However, your internship proposal and report should be based on the course materials you studied in previous courses.

## Optional Course Materials

Carter, J. (2021). *Work placements, internships & applied social research*. SAGE Publications Ltd.

## ASSESSMENT

This course incorporates a dual assessment approach to assess the application of your academic knowledge and skills, and the contribution of the internship to your personal and professional development goals.

### Modes of Assessment

- **Internship Report (70%).** In this report, you describe how you addressed the specific organizational problem or question that you address with your research project. The report captures all elements of the research project, including the problem definition, theoretical background, methodological approach, presentation of results, and a discussion of your project's implications.
- **Reflection Report (30%, 10% of which is the host organization's assessment).** In this report, you reflect on your experiences during the internship. This report describes if and how the internship changed your personal and professional development goals and includes the host organization's assessment of your learning trajectory.

### Requirements for Passing the Course

You need to obtain a **5.5 or higher** for both the internship report and the personal reflection report.