SBE MASTER'S INTERNSHIP MANUAL 2026 - 2027

VU VRIJE UNIVERSITEIT AMSTERDAM | SCHOOL OF BUSINESS AND ECONOMICS

Note: for MSc Business Administration students in SHRM, IM, LCM, MC and S&O and MSc Entrepreneurship there is additional information available about 6-ECT internships in separate manuals.

For MSc Accounting & Control students who want to take a 0-ECT internship, please contact your internship coordinator.

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1. INTRODUCTION

An internship is an excellent way to apply the knowledge and (academic) skills, which you acquire during your studies. For this reason it is highly recommended to do an internship. The most important learning goal of internships is to familiarize yourself with professional and market-related skills in a real and new organizational environment. With the job market becoming increasingly competitive, gaining relevant experience will give you a good start for your professional career.

This manual is intended for **all SBE students** who are interested in pursuing an internship as part of their **master's program**. This manual provides insights in both content-related issues as well as practical matters about the internship. This includes relevant documents such as an internship agreement with the organization in question. You can do an internship parallel to your study or after completion of all courses. Depending on which type you choose, different rules and regulations apply. Carefully read this manual to inform yourself about the requirements and relevant procedures for each type before searching for an internship.

TYPES OF INTERNSHIPS

In the table below you will find the different types of internships at SBE. The procedures per type of internship will be described in the chapters. **Please note that due to visa regulations not all options are available for all master's programs or nationalities.**

INTERNSHIP VIDEO: In this video you can also find more information.

Type of internship	Supervisor	End product	EC	Who signs the internship agreement?	Enrollment as student required?
0 credits internship (p.6)	SBE Career Services or *Intern-ship coordinator	Reflection report	0	Student Career Services representative or *internship coordinator Company0F0F [1] supervisor or other company representative	Yes

[1] Throughout the manual, the term company also relates to organizations

Writing your thesis at a company (p.12)	Thesis supervisor1F1F [2]	Thesis	No extra credits on top of the thesis credits	Student Thesis supervisor Company supervisor or other company representative	Yes
Internship for credits2F2F [3] (elective, p. 13)	Academic supervisor	Internship report	6	Student Academic supervisor (or internship coordinator) Company supervisor or other company representative	Yes
Extracurricular internship (p.15)	Company supervisor	n.a.	n.a.	Student Company supervisor or other company representative	Depends on company requirements

Table 1. Types of internships and requirements

*In case of doing a Master Accounting & Control and taking a 0-ECT internship, the supervision and approval is done by the internship coordinator of Accounting & Control. For this process, please contact your internship coordinator.

[2] This only applies in case of thesis supervision

[3] Only for MSc Entrepreneurship, MSc Business Administration: Strategic Human Resource Management, International Management, Leadership and Change Management, Management Consulting, Strategy and Organization- please see the separate BA Master Internship Manual on the website Internships School of Business and Economics - Vrije Universiteit Amsterdam

2. NOT FOR CREDITS INTERNSHIP

All students can do a 'not for credits' internship (also called 0-ECT internship) parallel to their study, or after completion of all courses. There are two requirements for this type of internship. First, you must be enrolled as a student for the entire duration of the internship. Second, the minimum number of hours for a 0-ECT internship is 138 hours. After successful completion of the internship, it will appear on your grade list as 'passed', but will not be awarded with credits. These internships only qualify as a 'not for credit internship' if the activities are relevant to your master's program and give the opportunity to apply knowledge and/or develop professional skills.

Please note that Non-EU students can only do an internship if it is part of their study program. If an internship is not a possibility within the study, but you would like to do one, a not-for-credits internship meets this requirement [4]. See this link for more information:
https://www.studyinholland.nl/study-options/internship/internship-as-part-of-a-programme-in-holland

2.1 Procedure and assessment

There are different phases in this type of internship:

- *Orientation phase*: find a suitable company, assignment and company supervisor. Please note that you are responsible for your insurance for the whole duration of the internship (see also 7.2); [5]
- *Approval phase*: once you have found a suitable company and assignment, you will draft your internship proposal stating your activities and learning objectives (see 2.1.2 and appendix A). You need to hand in the internship proposal two weeks before the start of your internship on Canvas.
- *Contracting phase*: at the same time as the approval phase, the internship agreement has to be signed by three parties (see 2.1.2). Fill in the blanks in the internship agreement, sign the agreement yourself and make sure it is signed by the representative of the organization providing the internship. Your SBE supervisor will be the last person to sign the agreement and send you a signed copy of the document by email. You will need to upload the proposal and agreement to the dedicated Canvas environment in the right period 2 weeks in advance to your internship.

[4] https://www.studyinholland.nl/study-options/internship/internship-as-part-of-a-programme-in-holland
[5] Information for employers; How do I hire an international student intern | NL alumni network

- *Learning phase*: your company supervisor is the point of contact for your day-to-day supervision. However in case of problems or questions, you can always contact your SBE supervisor.
- *Finalization phase*: two weeks before completion of your internship, you will hand in your reflection report and company evaluation form. Based on the reflection report and the company supervisor's feedback (Appendix D: Evaluation form), a 'pass' or 'fail' will be given for the completion of the internship.

2.1.1 Canvas

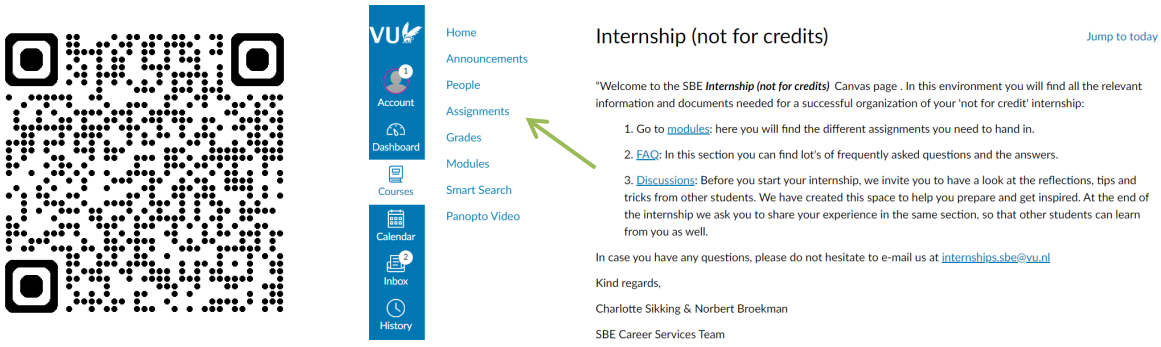
As a student, it is your responsibility to:

- Enroll yourself for the Canvas course 'Internship_Community_1;
- Choose the right period in Canvas;
- Hand in all the required documents before the deadline.

Instruction video: below you can find the instructions, but you can also watch this video.

Step 1: Enroll yourself to the Canvas course: Internship_Community_1. You can scan the QR code below.
Step 2: Once you are enrolled, you go to 'assignments' in order to pick the right period (see the image with green arrow below).

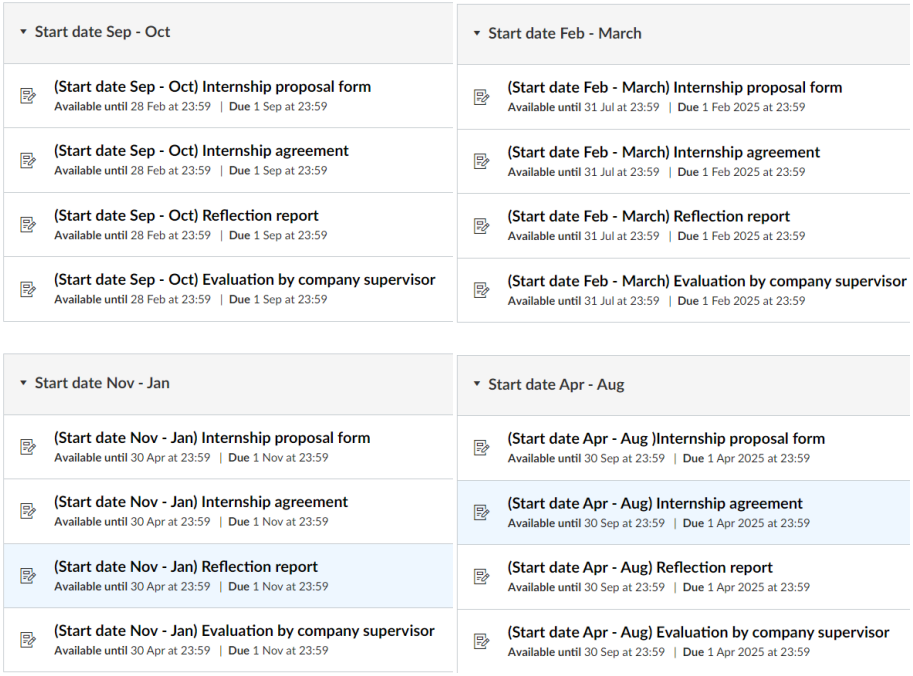
Internship_Community_1



https://canvas.vu.nl/enroll/Y3WHEJ

You can find 4 periods in Canvas (see the images below). See the next step which period is the correct

one for you.



Step 3: Pick the right period: The right period is based on the starting date of your internship. E.g. if your internship starts on December 1st, the right period is Nov – Jan. All information and documents need to be uploaded in this period Nov – Jan:

- The internship proposal and internship agreement two weeks before the start of your internship.
- The reflection report and evaluation by company supervisor 2 weeks prior to the end of your internship.

2.1.2 Internship documents

Minimum 2 weeks before the start of the internship:	**1- Internship Proposal** **2- Internship Agreement**
Minimum 2 weeks before the end of the internship	**1- Internship Report** **2- Supervisor evaluation**

For this internship, you should hand in the following documents on Canvas:

Before the **start** of the internship:

- The **internship proposal**, including a description of what you intend to learn during the internship, no later than two weeks before the starting date.
- The **internship agreement** signed by the company and yourself, no later than two weeks before the starting date, which the university will co-sign.

Before the **end** of the internship:

- An **internship report** in which you reflect on your personal learning objectives as formulated in the proposal, no later than two weeks before completion of the internship, see appendix C.
- Feedback from your company supervisor no later than two weeks before completion of the internship. Please use the **evaluation form** that is provided to you in appendix D.

For specific requirements or practical questions schedule an appointment with Career Services or contact internships.sbe@vu.nl. Please include your study program and what year you are in when you contact Career Services.

IMPORTANT NOTE: You cannot start your internship without approval of your SBE supervisor. Please consider that the procedure will take longer during the summer holiday due to reduced capacity.

2.1.3 Internship proposal

The internship proposal will be leading in obtaining approval for your internship. You need to hand in your proposal on Canvas no later than two weeks before the start date of your internship. It should contain a description of your assignment, tasks and learning objectives. More information about the format for this proposal can be found in appendix A.

2.1.4 Internship agreement

You will find a format for an internship agreement in appendix B. The university uses the UNL agreement, because in this version all students' rights are guaranteed. We advise you to sign just one contract, the UNL agreement.

Fill in the blanks in the internship agreement, sign the agreement yourself, make sure it is signed by the representative of the organization providing the internship, and by the SBE supervisor. Make sure to provide all three parties with a signed copy of the internship agreement.

Previously, non-EU students were required to use a Nuffic agreement. Nuffic has now confirmed that

non-EU students must instead use the UNL agreement. [6]

2.1.5 Confidentiality agreement

Some companies will ask you to sign a confidentiality agreement, because the data or information you will be working with is confidential. You can find a format for such an agreement in appendix F. We recommend you to use this agreement. If the company asks you to sign one of their agreements, you can forward this to internships.sbe@vu.nl to have it checked by a legal expert.

To summarize the responsibilities you have as student for successfully completing the 0-ECT internship:

Checklist for your internship: ✔

- Did you contact SBE Career Services on time to meet the deadlines? ☐
- Did you submit the 2 required documents on Canvas at least 2 weeks before starting your internship ? (If not, you cannot start your internship). ☐
- Is the agreement signed by the company, the VU and you? ☐
- Did you submit the 2 required documents at least 2 weeks before the end your internship on time in Canvas? (If not, your internship will not be registered on your diploma supplement). ☐
- If applicable, have you arranged your visa? ☐
- Did you re-enrol or extend your study program, if applicable? ☐
- Did you deregister after finishing your study program? ☐

Please note that handing in the documents in time is mandatory for successfully completing the internship.

2.2 Graduation date and tuition fee

If you receive a graduation notification after completion of all your courses, but before finishing your internship, it is important to apply for a deferment of graduation. Follow the instructions in the email that apply to your situation. Also you will need to re-register via the studylink, see Graduation and diploma - Vrije Universiteit Amsterdam (vu.nl). The new graduation date will be the end date of your internship.

[6] https://www.studyinnl.org/dutch-education/doing-an-internship

As mentioned you need to be registered as a student for the entire duration of the internship. For every additional month of registration you will have to pay tuition. However, this requirement can sometimes differ per company, so please check it with them too. For all questions about tuition fees please contact studentdesk@vu.nl.

2.3 Company supervisor

The organization providing the internship should assign a company supervisor, who is responsible for day-to-day supervision. During the internship and your day-to-day activities you are mostly dealing with the company supervisor. He or she will introduce you to the organization, provide the necessary facilities and supervise you throughout the internship. Experience shows that it is important for a new intern to be shown the ropes during the first few weeks of the internship. It is important – in particular during those first few weeks – to set a fixed time to discuss the internship with your company supervisor. At the end of the internship your company supervisor provides an evaluation of your performance within the company. This feedback (Appendix D: Evaluation form) will be taken into account by the SBE supervisor who will assess the internship with a 'pass' or 'fail'.

2.4 SBE Supervision and assessment

Career Services supervises the 'not for credits' internship on behalf of the university (internships.sbe@vu.nl). Your SBE supervisor keeps track of the progress during the internship on the basis of the internship proposal. The supervision provided by the SBE supervisor consists of:

- Discussing and approving the final internship proposal prior to the internship;
- Evaluating your progress during- and after completion of your internship, with both you as well as the company supervisor via email, telephone or in a face-to-face meeting.
- Discussing and evaluating the internship report. The SBE supervisor uses the internship report and the evaluation of the company supervisor. Usually, this feedback is provided with an evaluation form (appendix F) but if it is necessary a phone call or face-to-face meeting between the company supervisor and the SBE supervisor can be considered as alternatives.

2.5 Internship not for credits in combination with a distinction (Cum Laude)

Students who meet the requirements to graduate Cum Laude before starting their not for credits internship will still be entitled to receive the distinction if the following criteria have been met:

- You have finished all required 60 ECT of your master's program before starting your internship.

- You have informed the examination board about doing a not for credits internship in combination with graduation with a distinction before starting your internship. Contact examencommissie.sbe@vu.nl.
- You have completed the internship with a pass.
- You have requested your diploma after having the result of the internship in your list of grades.

If you have any questions about an Internship not for credits in combination with a distinction (Cum Laude), please contact examencommissie.sbe@vu.nl before applying for the internship.

3. WRITING YOUR THESIS AT A COMPANY

In most master's programs you have the possibility to write your thesis in cooperation with a company. In some cases you will collect data for your thesis at this company. Sometimes you will do research based on a question the company has. Or you will even get a desk and write your thesis at the company. If you are interested in this option, please contact the thesis coordinator of your program **BEFORE** securing an internship. See appendix E for an overview of the thesis/internship coordinators per program.

Please note that you will not be rewarded extra credits on top of the thesis credits when combining an internship with the thesis. There is no formal evaluation of your internship, because the only end product is your thesis. Please see the thesis manual of your educational track for more detailed information. Also note that it is not possible to register your thesis activities as a 'not for credit internship'. Only if you conduct a separate assignment or additional activities in addition to your thesis work, this part can be assessed as a 'not for credit internship'. If you have any questions regarding this option, please send an email to internship.sbe@vu.nl

3.1 Procedure and assessment

- *Securing an internship*: At all times, you are responsible for securing an internship opportunity. There is no standard list with topics or company contacts available. Please check with the thesis coordinator of your master's track whether there are company internship opportunities available via the thesis supervisors of your master's track. Otherwise, exploit your own network for opportunities. Whenever the faculty hears about internship opportunities, they will communicate this through the announcement website of the program in Canvas or via the SBE Career Platform.

Such opportunities typically come with a specific desired profile and set of pre-requisites by the company.

- *Supervision*: Also note that you are in charge of managing the triangle relationship between student/yourself, academic supervisor, and company supervisor. You are responsible that the proposal for the academic thesis as well as the final thesis itself meets all academic standards. Academic faculty is not obliged to pay company visits for internships.
- *Approval*: Students that secure an internship can ask for approval to link the internship with the thesis (if the program allows it). This can be done by sending a mail to the thesis/internship coordinator with the specifics of the internship. The information should allow your academic coordinator to assess the internship. With regard to the contract, it is recommended to use the internship agreement in appendix B. For non-EU students it is not possible to do an internship without involvement of the study program [7], so the internship agreement in appendix B should be used under all circumstances.

4. INTERNSHIP FOR CREDITS (ELECTIVE)

This elective enables students to perform an internship which will be completed with a report and awarded with credits. This option is only available for students in the following programs:

- MSc Entrepreneurship
- MSc Business Administration - Strategic Human Resource Management
- MSc Business Administration - International Management
- MSc Business Administration - Leadership and Change Management
- MSc Business Administration - Management Consulting
- MSc Business Administration - Strategy and Organization

➔ **Please note: There are separate internship manuals for MSc Business Administration and MSc Entrepreneurship students with exact details. Please refer to that manual for more information about this possibility. We are including some information below to give you an idea, but the Manual for MSc Business Administration is leading. You can find it here Internships School of Business and Economics - Vrije Universiteit Amsterdam.**

[7] https://www.studyinholland.nl/study-options/internship/internship-as-part-of-a-programme-in-holland

Note that **you have to register** for an internship course in VUnet if credits are involved.

4.1 Procedure and assessment

We distinguish three types of internships students can opt for to earn 6 ECTs:

1. Work experience internship;
2. Research internship;
3. Thesis extension internship.

Details of internships of any type are to be discussed with the specialization thesis coordinator. More details can be found on the Canvas page of the educational track and the separate manual. For any type of internship, students must attain a 6.0 or higher to pass.

4.1.1 Work experience internship

The work experience internship allows students to work alongside employees in order to gain practical experience and get a taste of what it is like to work at a professional organization (broadly understood, for example business firm, government, non-governmental organization); if students are unsure if the organization or the assignment is a good fit, they can consult their internship coordinator for eligibility before starting the internship.

4.1.2 Research internship

This internship allows students to address a specific business/management problem with the aim to produce a research report as a product of the internship. Research internships typically take a practice-oriented and solution-driven perspective, such as writing up a case/research report, policy briefing, advice or consulting project. Research internships can be combined with the master's thesis in terms of topic and focus (for example gathering data during the internship and then using that data for both the thesis and the report). Students can also collaborate with a company and/or ongoing applied research projects and apply scientific concepts to solve a problem in practice. A research internship can also take place at an SBE department, for example Management and Organization, where students collaborate with a faculty member and for instance use previously collected data or work with an existing questionnaire or other method of data collection.

4.1.3 Thesis extension internship

For students with high ambitions regarding their thesis and who aim at publishable results, the thesis extension internship offers the option of expanding your research efforts. This is a rare exception and

you need approval from your thesis supervisor and your thesis coordinator to pursue such an internship.

4.2 SBE Supervision during your internship

Your SBE supervisor from your educational track keeps track of the progress during the internship (see appendix E and the separate Business Administration manual). Before you start your internship, discuss with your supervisor how he/she will keep track of your progress and what is expected of you. The SBE supervisor is responsible for your assessment and will reward your internship with a grade. More details can be found in the MSc-BA internship policy available on Canvas.

4.3 Company supervisor

The organization providing the internship should provide you also with a company supervisor, who is responsible for day-to-day supervision. During the internship and your day-to-day activities you are mostly dealing with the company supervisor.

5. EXTRACURRICULAR INTERNSHIP

In some cases you can do an internship that is not connected or linked to your program. You will not receive any credits nor supervision from the VU and the internship will not be included on your diploma or grade list. Important note: Non-EU students can only do an internship if it is part of their study program, so an extracurricular internship is not one of the possibilities. [8]

Many companies require interns to remain registered as a student for the entire duration of their internship. Career Services can issue a document stating you are registered as a student. Be aware that the last result that you have obtained in your curriculum will determine the end date for your diploma.
To discuss your internship options you can schedule an appointment with Career Services. Also see table 1 for an overview of the guidelines.

[8] https://www.studyinholland.nl/study-options/internship/internship-as-part-of-a-programme-in-holland

6. CONFIDENTIALITY AGREEMENT

Some companies will ask you to sign a confidentiality agreement. You can find a format for such an agreement in Appendix F. We recommend using this agreement. If the company asks you to sign one of their agreements, you can forward this to internships.sbe@vu.nl for a legal check. Please note that this procedure may require some time.

7. PLAGIARISM CHECK

The university is very strict on plagiarism. Committing fraud or plagiarism can lead to exclusion from your program without graduating. Therefore, every assignment or internship report will be checked for plagiarism with the help of Turnitin software before it gets approved. When plagiarism is suspected, the case will be handed over to the examination board. We often notice that students in some cases do not exactly know that they have plagiarized. For more information on plagiarism please check VU Amsterdam Student Guide Academic Integrity or "Regulations and guidelines regarding examinations at SBE"

8. PRACTICAL MATTERS IN FINDING AN INTERNSHIP

The following information is equally valid for both options; non-credited and credited internships.

8.1 Finding an internship

Take at least three to six months to prepare for a possible internship. Consider this timeline as an example for the time to reserve to secure an internship:

Activity	**How long**
Looking for vacancies	1 months
Hiring procedure	1 month
Approval procedure	3 weeks

Of course, this procedure may differ per situation since it depends on the strength of your network, available time to invest in securing an internship, and the speed of the recruitment process of the company. Also, it may take more time if you plan to do an internship abroad (see chapter 7.3). Please consider also that the procedure will take longer during the summer holiday due to limited supervision

capacity.

There are various routes you can take (at the same time) when looking for a suitable internship:

- Look for vacancies on the vacancy board of Career Services, Aureus or Kraket.
- Find out whether special intermediaries or other intern vacancy banks, like AIESEC (for internships abroad), can help you to find a suitable place.
- Look for internship vacancies on LinkedIn or other network or job sites (think of Magnet.me, graduateland.com or intermediair.nl).
- Address your network, for instance fellow students, lecturers, friends, relatives or, colleagues at your temporary job. Perhaps one of them has an idea or could bring you in contact with an organization for an internship.
- Visit company websites, check 'job opportunities' or 'vacancies'. With large companies, it is often possible to save a search.
- Check online and offline trade magazines, weeklies, and daily newspapers for internships.
- Talk to (guest) lecturers. Many of them have contacts with businesses that may offer internships. Within this context, it is also smart to find a supervisor at an early stage.
- Visit in-house days and career events. Also check the online event calendar of Career Services for interesting events.
- Send an open application to the organization where you want to do your internship. Organizations often value initiative. If you send an open application, you are expected to provide indications of what you are interested in and what your motivation is to approach the organization in question.
- Talk to your fellow students or alumni about their experiences.

8.1.1 Internships for international students

Sometimes, it can be more difficult for international students to secure an internship because of the language barriers. Here you can find a list of companies where (international) students in prior academic years interned.

8.2 Compensation

Many internships offer financial compensation. If the interviewer at the organization does not bring it up, it is reasonable for you to ask about the possibilities yourself. There is no national arrangement for internship

compensations at higher vocational/academic level. Compensation averages from €400 to €600 per month. The amount is often non-negotiable. Something you can often discuss is the duration of the internship or the number of hours a week that you are available, such as a part-time internship so you can attend classes for other courses.

8.3 Leave arrangements

Article 8.1 of the UNL contract states that the leave arrangements are, in principle, the same as those of regular employees. If the number of days' leave you are entitled to is fewer than the standard leave arrangement, we recommend that you discuss this with the company internship supervisor to ensure that you receive the number of days to which you are entitled.

8.4 Insurance

According to Dutch legislation (art. 7:658 section 4 Civil Code), you are insured via the company providing the internship for any damages or accident resulting from the internship. However, in case of non-business-related illness, you are not entitled to continued payment. In case of a long-term illness during the internship, it is best to enquire how the organization handles such a situation. During the internship, it is common for you to maintain your own health insurance and the coverage associated with your insurance applies.

Another issue is that of potential damage caused by you as an intern during the internship. This can be direct

damage, like tripping over the electrical wire of a PC, as well as more indirect, for instance damaging the organization's interests by disclosing confidential information. You can cover this financial risk with liability insurance. In some cases, this is included in the internship contract. If that is not the case, it is important to take out such insurance before the start of the internship, or to check if you may be insured via your parents.

8.5 Doing an internship abroad

An internship in another country requires thorough preparation. Start your arrangements well in advance, at least six months. Not only is it more difficult to find a suitable placement, there are also practical matters that you will have to take care of, like permits and housing. On VUweb, you can find more information about scholarship options. Nuffic also has various subsidy (scholarship) options. Also find out if the company requires good written and spoken command of the language of that country. When you are considering an internship abroad, take a look at WilWeg and/or AIESEC. Besides, do not

forget to register yourself as an outgoing student of the VU before departure (see 7.3.1.). Are you thinking of doing an internship in the US but wondering how you're going to pay for it all? The Dutch2USA Grant is here to help cover your flights, rent, and daily expenses so you can focus on this life-changing experience!

The approval, supervision and completion of an internship abroad are the same as they are for an internship in the Netherlands, although contact with your SBE Supervisor will take place via long-distance contact. Depending on the available communication technologies, this will usually be via email, Skype/face-time or telephone. It is important to make good and clear arrangements with your supervisor in advance. The internship proposal and report will be written in English, in order for all parties involved to be able to evaluate and assess the performance. Note that the organization and/or the embassy providing a visa may require you to supply documentation in the local language - such as proof of insurance and proof of financial support - as well.

Online internships

As socialization in a work environment is an important part of the internship trajectory, students ideally spend the majority of the working hours in the internship firm's office. However, in post of the COVID-19 pandemic, this may prove to be difficult as teleworking has become the norm across many organizations. Still, frequent interaction with colleagues on projects is highly desirable, if not a requirement for an internship. Please consult with the internship coordinator (for your Master or 0-ECT internship) who can decide on a case-by-case basis whether the internship sufficiently complies with the "socialization in a work environment" criterion.

8.5.1 Registrations as an outgoing student and emergencies

If you are doing an internship abroad, please note that there is a policy in case of emergency. This link also takes you to a helpful checklist about things to keep in mind before departure. Do not forget to register yourself as an outgoing student of the VU before departure via VUnet: go to 'study/internship abroad' and fill in the form. In case of emergency the university will then be aware of your whereabouts and know how to reach you and/or your contact person(s) in your home country.

8.6 Unforeseen circumstances

In case of an unforeseen circumstance during your internship, or if you encounter any problem at the company, do not wait too long to make your situation known. The first step to undertake is to talk to

your company supervisor and/or the HR department about your situation. If this does not offer the desired solution(s) you can reach out to your SBE supervisor to discuss the situation.

8.6.1 Internship discrimination

The starting point for any internship is that you work and learn in a socially safe environment, gaining experience and learning from colleagues. Unfortunately, you may not always feel this sense of safety, either before or during your internship, due to discrimination.

The Teaching & Learning Centre has developed an online platform, **Internship Discrimination – Teaching & Learning Centre**, where all available knowledge, tools, and findings on internship discrimination are brought together. You'll also find guidance on how to share this information with relevant stakeholders. Of course, if you experience discrimination, you can always reach out to your internship supervisor.

8.7 SBE Career Services

A good preparation is essential for the success of an internship. An internship is not a static given, but something that you (the student-intern) and the organization shape together. Career Services can help you prepare for your internship, for instance when it comes to writing a good resume and application letter, or discussing what kind of internship is right for you. For more information about suitable workshops or to schedule an appointment, visit the Career Services Career platform.

9. FINAL TIPS

Finally, some tips to turn your internship into a success:

- Make sure that you get to know the organization and your colleagues. This makes the experience even more valuable than when you only focus on doing your job well. Especially if you see the organization as a potential future employer, it is important to make a good impression as a colleague. In addition, it helps you to build a network that may prove very useful in the future.
- Make sure to find the right balance between independence and asking for supervision. Show initiative and think about possible solutions when things are difficult. However, do not wait too long to find help for any problem or question.
- Ask for feedback from your supervisor and colleagues during the internship: what is going well and what could I do better? That way, you make sure you meet expectations.

- If you are enthusiastic about the organization and you would like to work there after graduating? Show them. If your supervisor does not broach the subject, do so yourself.
- Maintain a professional attitude during the internship. Especially because an internship can be a good step towards a job or provide a useful way to build your network.
- Think of clothing, what do they wear? Meet expectations in relation to this. You can also ask them what you should wear if you are uncertain.

Good luck and enjoy your internship!

What other students had to say:

Business Developer Intern

Be aware of the position you are applying for, ask a lot of questions about what the position actually consists of. For me it was not so clear, and therefore very different than I expected. Luckily, the company was flexible, and I was able to work on a diverse set of projects and in different teams.

Strategy and Project Management Intern

Challenge yourself. Look for an internship where you get responsibilities and tasks that are interesting in terms of content. Don't let your fears scare you. This way an internship won't get tiring and you will keep on learning. If you are still unsure about your study path I also recommend trying other things than your usual interest. Your internship is a good opportunity to take a look in these different fields and a quick way to experience if it's to your liking.

If you are looking for a strategy & project management internship as well, I would recommend you to really make sure you get a lot of responsibilities. These responsibilities make the internship more educational and fun, so make sure to be aware of these aspects when sending applications for internships.

Asset Management Intern

Really ask yourself whether you are willing to take risks during your training. Why take risks? Because it's still an internship, there was no permanent contract behind it, so I knew that I was there to learn, test, and see if I liked it. An internship is meant to take risks. So I would say do what you like and take risks because internships are short and temporary; people know it. There is a kind of natural benevolence towards you if you do the work required, but they will never hold it against you if you don't know how to be fully operational. They will always appreciate your open-mindedness, your willingness to learn, your desire to discover.

Equality Analyst Intern

Research the difference between various companies that offer the same kind of internships. Even though the main subject of the internship seems to be the same, I think the content of the internship can vary amongst different companies. I would recommend researching the tasks and activities of the team or company to make sure you know what to expect prior to the internship. Having a good understanding of the expectations can contribute to a pleasant internship experience.

Financial Planning and Analysis Intern:

My advice is that if you can juggle the student life and an internship definitely go for it. Make sure to brush up on basic Excel functions (such as vlook up and pivot tables) and you will be fine.

APPENDIX A: INTERNSHIP PROPOSAL

In Canvas you will find a Teams Form for the Internship proposal which you need to complete. The form contains the following information:

1. PERSONAL INFORMATION

Name	.....
Nationality	.....
Telephone number	.....
E-mail address	.....
Student number	.....

2. STUDIES

Program	.....
Expected graduation date	.....
SBE internship supervisor	.....

3. INTERNSHIP

Name organization	.....
Address	.....
Zip Code/Residence	.....
(Organizational) department	.....
Name company supervisor	.....
Position supervisor	.....
Telephone number	.....
E-mail	.....

Internship start and end date .....

4. CONTENT OF THE INTERNSHIP PROPOSAL

The internship proposal contains the following elements:

1. Describe the organization and the department where the internship is located (for instance, sector, age of the organization, number of employees, etc.;
2. A description of your internships tasks and responsibilities
3. Personal learning objectives: what do you intend to learn from this internship? Please elaborate in detail.
4. Describe why the internship is relevant for your study program.

APPENDIX B: INTERNSHIP AGREEMENT

Internship agreement (ENG)

Stageovereenkomst (Dutch)

APPENDIX C: INTERNSHIP REPORT

Upload your Internship Report a minimum of 2 weeks before the ending of your internship in the period of your starting date of your internship in Canvas.

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In your Internship Report you should address the following issues (max 6 A4);

- Description of the internship (i.e. goal, activities, results);
- A personal reflection on the internship (i.e., the supervision by the organization providing the internship, the working atmosphere, comparison of expectations and realizations, etc.);
- Your reflection on your personal learning objectives (i.e. What did you learn? What were the challenges? What are your main take-aways regarding your personal development?)
- Describe which soft skills were required for your role. Which soft skills did you further develop during your internship, and can you provide specific examples of how you developed them? To what extent did you feel prepared to apply and develop these skills? What could you, the internship organisation, and VU do to better prepare students for the development and application of these soft skills?
- Describe which hard skills were required for your role. Which hard skills did you further develop during your internship, and can you provide specific examples of how you developed them?

  To what extent did you feel prepared to apply and develop these skills? What could you, the internship organisation, and VU do to better prepare students for the development and application of these hard skills?

  Examples of hard skills include data analysis, programming, financial skills, IT skills, and other discipline-specific technical competencies.
- What advice would you give to students that are currently looking for an internship?
- What advice would you give to students who are interested in a similar position?

APPENDIX D: EVALUATION FORM COMPANY SUPERVISOR

Name intern	
Internship organization	
Company supervisor	
E-mail/telephone number company supervisor	

Evaluation	Poor	Below average	Average	Above Average	Excellent	Not applicable
Tasks						
Level of knowledge /skills	O	O	O	O	O	O
Ability to deliver relevant insights / a solution to a practically relevant problem	O	O	O	O	O	O
Creativity and problem solving ability	O	O	O	O	O	O
Overall execution of tasks	O	O	O	O	O	O
Team work						
Ability to professionally communicate and interact with others	O	O	O	O	O	O
Ability to work well in a team	O	O	O	O	O	O
Understanding of roles and needs of different types of stakeholders	O	O	O	O	O	O
Professional attitude						
Ability to reflect on own responsibilities	O	O	O	O	O	O
Ability to reflect on personal development	O	O	O	O	O	O
Working independently and taking ownership for the project/ task	O	O	O	O	O	O
What are the 3 most important competences for this internship position and how did the student perform on these?						
	O	O	O	O	O	O
	O	O	O	O	O	O
	O	O	O	O	O	O

What recommendations would you make for the student, the university, and your organisation to further strengthen the development of these competencies in future students?
What are the interns strengths as well as areas for further development?
Additional comments

Do you give the intern permission to share his/her experience with future interns ?	YES NO (select one)

Location ..... Date: .....

Signature Company Supervisor: .....

APPENDIX E: INTERNSHIP COORDINATORS

This is an overview of the thesis- and internship coordinators per program. When connecting, please include your name, study program and year you are in and the intended dates for the internship.

Master

Program	coordinator	Email
Accounting and Control	Paul C.M. Claes	p.c.m.claes@vu.nl
Business Administration – Strategic Human Resource Management	Judith Langerak	masterthesis-hrm.sbe@vu.nl
Business Administration – International Management	Sebastian Baldermann	masterthesis-im.sbe@vu.nl
Business Administration – Leadership and Change Management	Jonathan Schad	masterthesis-lcm.sbe@vu.nl
Business Administration – Management Consulting	Koen van Bommel	masterthesis-mc.sbe@vu.nl
Business Administration – Strategy and Organization	Valérie Duplat	v.duplat@vu.nl
Digital Business and Innovation	Joey van Angeren	joey.van.angeren@vu.nl
Entrepreneurship	Neil Thompson	n.a.thompson@vu.nl
Econometrics Econometrics thesis internship	Bram van Os Ilka van de Werve	masterthesis.eds.sbe@vu.nl i.vande.werve@vu.nl
Economics Economics: Public Policy Programme	Stefan Hochguertel*	thesis.economics.feweb@vu.nl
Finance Financial Management Honours Programme Quantitative Risk Management Climate Finance Honours Programme Finance and Technology	Egle Karmaziene	finthesis.sbe@vu.nl
Marketing	Aylin Aydinli	aylin.aydinli@vu.nl
Operations Research	D.A. van der Laan*	d.a.vander.laan@vu.nl
Spatial, Transport and Environmental Economics	V.A.C. van den Berg	v.a.c.vanden.berg@vu.nl
Transport and Supply Chain Management	Said Dabia	s.dabia@vu.nl

*only supervises theses

APPENDIX F: CONFIDENTIALITY AGREEMENT

The undersigned

1. ……
   ……

…,

and

2. <*name company*> having its registered office in <*location*> and principal place of business at <*address company*>, duly represented in this matter by <*name of company supervisor*>.

Hereinafter also jointly referred to as the "**Parties**".

Whereas

a. The Parties are interested in sharing information for the purpose of <*name of project*>, hereinafter referred to as the "**Project**".
b. The Parties desire to protect their proprietary and confidential information and agree to lay down the terms and conditions for the use of any such information that may be disclosed by the other party.

Have agreed as follows:

ARTICLE 1: Confidential Information

1.1 **Confidential Information** means, but is not limited to, all information that has been or will be disclosed by or on behalf of a Disclosing Party (as defined in Article 2.1), directly or indirectly, in whatever form, oral and written, including any data, reports, analysis, specifications, techniques, processes, ideas, trade secrets, know-how, financial, technical and commercial information, patents and patent applications, inventions (whether or not patentable), drawings, designs, computer software (including source code), and which is, or should be reasonably be expected to be, of a confidential nature.
1.2 All Confidential Information provided under this Agreement is provided "as is" and without any warranty, express, implied or otherwise, regarding its accuracy or performance. Neither party shall

be liable to the other party for the accurateness or completeness of any disclosed Confidential Information.

ARTICLE 2: Non Disclosure

2.1 Each party to this Agreement receiving Confidential Information (such party hereinafter referred to as the "**Receiving Party**") from the other party to this Agreement (such party hereinafter referred to as the "**Disclosing Party**") hereby agrees to keep confidential and not to disclose, distribute or disseminate any part of such received Confidential Information to any third party without the prior written consent of the Disclosing Party. The Receiving Party will take all reasonable steps to ensure that such Confidential Information shall be protected against unauthorized access, use, theft, and the like.

2.2 The Receiving Party may disclose any part of the Confidential Information to any and all persons who work for Receiving Party, whether or not pursuant to an employment agreement with Receiving Party (the "**Permitted Persons**"), if and only to the extent that such disclosure is necessary for the execution of Project. The Receiving Party shall oblige the Permitted Persons thus involved to maintain strict confidentiality of the Confidential Information in accordance with the terms and conditions contained in this Agreement and to use the Confidential Information only for the execution of the Project.

2.3 A breach of confidentiality by its Permitted Persons shall be considered as a breach of the confidentiality of Receiving Party under this Agreement and Receiving Party shall be liable for any damages resulting there from without prejudice to Disclosing Party's right to (also) claim damages from the Permitted Person who was in breach**.**

2.4 Receiving Party will notify Disclosing Party immediately of any unauthorized use and/or disclosure of the Confidential Information that comes to its knowledge.

ARTICLE 3: Exceptions

3.1 The obligations under ARTICLE 2 do not apply, or cease to apply, to Confidential Information of which Receiving Party can prove by documentary evidence:

(a) that it was in the public domain prior to the disclosure under this Agreement; or

(b) that is was in the possession of Receiving Party prior to disclosure under this Agreement, as shown by written records, and provided it was not acquired directly or indirectly from Disclosing Party; or

(c) that, after its disclosure under this Agreement, it became part of the public domain by publication or otherwise through no act or omission of Receiving Party; or

(d) that, after its disclosure under this Agreement, it was received by Receiving Party from a third party who did not acquire it directly or indirectly from Disclosing Party, and who was legally entitled to disclose that information; or

(e) that it is obliged to disclose the Confidential Information under a statutory duty and/or Court order. In that case, Receiving Party will, as soon as it becomes aware of an imminent or actual legal obligation to disclose information, prior to such disclosure inform Disclosing Party of that obligation and provide Disclosing Party with all relevant documents, so that Disclosing Party may seek protection against such disclosure. Receiving Party will not disclose more information than strictly necessary to comply with its legal obligations and will make every effort to ensure confidential treatment of the information by the authorities receiving that information.

Specific information shall not be within the foregoing exceptions merely because it is embraced by more general information in the public domain or in the possession of Receiving Party.

ARTICLE 4: Documents and return of Confidential Information

4.1 Receiving Party may only make copies of Confidential Information if strictly necessary for the Project, and must ensure that all such copies are clearly marked as confidential, and can be clearly separated from Receiving Party's own information.

4.2 Upon the Disclosing Party's written (e-mail included) request the Receiving Party shall promptly return all Confidential Information provided by the Disclosing Party to the Disclosing Party and any (electronic) copies notes or other documents in its possession pertaining to Confidential Information and shall confirm in writing that it/they has/have not withheld any Confidential Information. The Receiving Party and/or Permitted Persons shall not keep any (electronic) copies of the Confidential Information in its/their possession.

ARTICLE 5: Rights

All rights in Confidential Information are reserved by the relevant Disclosing Party and no rights or obligations other than those expressed herein are granted or to be implied from this Agreement. More specifically, nothing in this Agreement nor the subsequent disclosure of Confidential Information pursuant to this Agreement can be construed as an assignment or transfer of intellectual property rights in and/or any other right relating to (the use or ownership of) Confidential Information.

ARTICLE 6: No Obligation to Provide Information

Neither this Agreement nor the disclosure, or receipt of Confidential Information, shall be construed as creating any obligation of a party to furnish any Confidential Information to the other party, or to enter into any Agreement or relationship with the other party.

ARTICLE 7: Duration and Termination

7.1 This Agreement shall continue in effect as long as necessary for the proper execution of the Project.

7.2 Disclosing Party may terminate this Agreement by registered mail to Receiving Party, immediately effective:

a) if Receiving Party commits a material breach of any of its obligations under this Agreement, or
b) if Receiving Party is dissolved or liquidated, files or has filed against it a petition under bankruptcy or insolvency law, makes an assignment for the benefits of its creditors or has a receiver appointed for all or substantially all of its property, or
c) if Receiving Party shall come under the control of any third party, other than an affiliate by which it is controlled at the date hereof.

7.3 Upon termination of this Agreement pursuant to Article 7.1 or 7.2, the rights and obligations of the Parties under Articles 1, 2, 3, 4, 7 and 8 will remain in full force and effect for a period of three (3) years from the date of termination.

7.4 Upon termination of this Agreement, Receiving Party will discontinue its use of the Confidential Information and will, upon direction of Disclosing Party, return or destroy any remaining Confidential Information.

ARTICLE 8: Legal Framework

8.1 This Agreement may not be assigned by either party without the prior written consent of the other party.

8.2 This Agreement will be governed by and construed in accordance with the laws of the Netherlands. Disputes will exclusively submitted to the competent court of Amsterdam, the Netherlands, without prejudice to Parties' right to appeal.

In witness whereof this Agreement is executed in 2 fold and signed by all Parties:

<insert location>, <insert date>, <insert year>

<insert location>, <insert date>, <insert year>

.....

.....

Signature student

Name of student:

Signature company representative

Name of company:

Name of company representative:

Name of function