

# **PROFESSIONAL ADVISING LEADERSHIP (PAL) PROGRAM: SPRING 2010**

## **Detailed Report**

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### **Project Title:**

*Business Studies: Getting admission with or without work experience; importance of internship and schools' role in finding suitable internship*

### **Research Questions:**

#### Business Studies

1. Why work experience is important for MBA applicants?
2. What methodology is used by your school to teach MBA students?
3. Is Teaching Methodology indicates whether a B-School requires work experience or not?
4. If your school does not require work experience, why?
5. Some B-schools admit MBA applicants with and without work experience – what is the rationale?
6. While selecting B-School, should students consider teaching methodology as an important factor?

#### Internships

1. How do students select the appropriate or suitable internship?
2. What is the role of Business schools in helping students finding suitable internship?
3. How important is the workplace size or status?
4. One organization offers paid internship and the other offers unpaid internship – which one to accept and what factors are to be considered?
5. If I have chosen wrong workplace, not matching with my expectations, what should I do?
6. Internship is not a full time employment – what kind of interview I will be appearing for?
7. What I should do or should not do during the internship period?

My PAL research project has two components: (i) importance of work experience and (ii) internship opportunities for MBA students.

According to Open Doors report the three most popular fields among the international students are Business, Engineering and Natural (Physical & Life) Sciences. Majority of applicants in Business studies apply for MBA program. These applicants are comprised of fresh graduates, i.e. without work experience, and working professionals who have a number of years of work experience. The fresh graduates intend to earn an MBA in order to be strong applicants in highly competitive job markets like India and other developing countries, whereas the working professionals plan to switch over their career or are looking for promotion. Some schools are flexible in accepting applicants where as others have fixed work experience requirements.

Almost all competitive schools require a minimum of two or more years of work experience. After talking to a number of admissions officials and some students, I have the following findings:

1. Business schools have different teaching methodology or pedagogy
2. Some schools emphasize on case-based studies and other may have a balance of class room teaching and case-based studies.
3. Some schools may attract students with and without work experience
4. There are few schools which have their unique program, for examples – (i) Yale school of Management accepts a few selective fresh graduates having strong academic background but do not have any work experience. In this case, students attend class room studies for one year and do internships for one year and the third year come back to schools to attend the case-based studies with other students who have previous work experience. (ii) Suffolk's Sawyer Business School offers Global MBA – full-time students complete a 3-month internship in a global business setting.

Attending internship is important for students while doing MBA or after completing their degree. On an average MBA students attend two internships. There are primarily two reasons for doing internships, one is to gain experience and the other is to earn academic credits where internship is compulsory for some specializations. There is also a secondary reason, students earn some money as stipend. Almost all schools offer some basic or substantial help to students in finding suitable internships. Many schools have database of internships which provide substantial information to both, students and employers. Some schools maintain feedback records which helps future students to make decision before joining an internship. Since internship is a delicate issue, which helps students a lot in the future, schools help directly or indirectly to make sure that there is a good match. Employers' recommendation or evaluations takes an important role in getting a job.

As mentioned above, internship is mandatory for students in some specializations, i.e. Accounting, Finance, Marketing etc. in some schools. Students submit a detailed report on their internship experience. Faculty gives academic credits based on the report and performance evaluation by the employer.

Additional findings:

1. Some schools have very rigid admission policy – strictly follow their admission requirements
2. Some schools are accommodative, may consider applications on “case to case” basis
3. Many schools do not directly mention about the work experience requirement on the official web site – students have to interpret the language
4. In some cases, what the admissions officials say may not directly match with the information available in the web site – this may indicate that the school may have variable requirements, or may select applicants based on the pool of applications.

## **May 18: Visit to Georgetown University, Washington DC**

1. Ms. Tara Duprey, Assistant Director, External Relations, Career Education Center: [tnd2@georgetown.edu](mailto:tnd2@georgetown.edu) (deals with mostly UG students' internships and placement)

60% UG students look for internship  
Center has database of internships attended by students  
On average UG students attend 2 internships during their UG programs  
In some cases internship is mandatory, in other optional  
Center provides information only  
Students has the liberty to select internships on their own  
Both paid and unpaid internship are available  
Experience from the internship is more important to students

2. Kelly R. Wilson, Asstt. Dean, Full Time MBA Admissions: [krw27@georgetown.edu](mailto:krw27@georgetown.edu)

Work experience is important  
We just not give the solution, but ask why. We involve them to find out why and the solution through case studies.  
Students contribute from their own experience  
Consider some students who were not employed but have experience in working in the family business  
Students without work experience may not contribute in case studies  
While selecting interns, employers not only look into the academic record, students' past work experience is also important.

3. Lori Candee, Assistant Director, MBA Career Management: [Inc7@georgetown.edu](mailto:Inc7@georgetown.edu)

Internships in three main clusters: Marketing, Consulting and Finance  
Professional relationships with industries/business in the city and in other parts of the country  
Students select themselves, center provides required information only  
The school gets feedbacks from internship providers/employers

4. Samuel Robfogel, Director, International Initiatives, Office of the Provost: [ssr2@georgetown.edu](mailto:ssr2@georgetown.edu)

Students without work experience do not have enough understanding about accounting system, financial picture or the funding comes from, and general administration procedure of an organization. Therefore, the Students without work experience are unable to contribute enough in the case studies or group dynamics.

## **May 20: Visit to Fairfield University, Fairfield, CT**

1. Dr. Mark Ligas, Associate Professor Marketing: [mligas@mail.fairfield.edu](mailto:mligas@mail.fairfield.edu) and Dr. Donald E. Gibson, Professor and Chair, Department of Management, Charles F. Dolan School of Management (CFDSM): [dgibson@mail.fairfield.edu](mailto:dgibson@mail.fairfield.edu)

CFDSM offers part time MBA Program  
Students are mostly employed  
Team work is important  
After economic depression lots of students coming for graduate studies  
The school has more accounting students  
MS, Finance is also popular

Work experience requirement does not solely depend upon the Teaching methodology of a B-school

2. Dr. Norman A. Solomon, Dean, Dolan School of Management:

No Teaching Assistant at UG level teaching

Math and Economics are compulsory

64 credits for Liberal Arts

Finance and Marketing popular majors

Offers soft skills program – communication skill, presentation skill, analytical thinking

Admission requirement:

--Overall application – holistic approach

--Recommendation

--Grades

3. Undergraduate Internships

Two types of internships –

Paid Internship for experience or career exploration

Academic Internship for credits or part of curriculum – with guidelines from faculty and students need to submit a paper

12/15 hours per week (maximum 20 hours allowed)

Center has database of internship – students may go use and select on his/her own

Sometimes center recommends

Center gets evaluation report from the supervisors

Students evaluate the internship program – for center's use

4. Career Counseling:

Students are provided training as early as from second year to develop soft skills

Mentoring for admission to graduate school

25% students avail the services offered by the center

Center organizes career fair twice a year – last fair was attended by 60 employers approx.

5. Dr. Joseph A DeFeo, Director of Living and Learning: [jdefeo@fairfield.edu](mailto:jdefeo@fairfield.edu)

FU emphasizes on Jesuit pursuits that teaches social values, vision of the ideal human being, skills required for inner freedom, reflection and community service. This is the specialty of Fairfield University and some Loyola group of schools in the USA.

**May 21: Visit to Yale University, Connecticut**

1. UG admissions:

5000+ UG students

Small class size

Seminars on short courses

Research opportunity at UG level

Faculty advises students

Dean is the primary academic adviser

Students are asked to join one of the colleges – they are forced to come out of the comfort zone

80% students attend Study Abroad program

Extracurricular activities is very important

Need-based scholarships available only

2. W Bruce Delmonico, Director, MBA Admissions: [bruce.delminico@yale.edu](mailto:bruce.delminico@yale.edu)

200-225 students are admitted to each class

Balanced of factors are considered in the application packet

Applicants should be well integrated

Students are asked to work on raw case studies (some of HBS and of Yale) – where students have to do a thorough study of a case, not a summarized one and analyze

Silver Scholars Program, a unique program of HBS – for a few outstanding fresh graduates who may not have any work experience

Work experience is very important

3. Dr. George Joseph, Assistant Secretary of the University, Office of International Affairs: [george.joseph@yale.edu](mailto:george.joseph@yale.edu)

Yale admits many students from India

Yale admits students at UG and doctoral levels only, very few for Master's program

Yale does not recruit students for money. It has enough funding offer to bright students

Yale is looking for institutional tie up (with India)

4. Meeting with students:

Met four Indian students over lunch - Graduate students from Kerala in International Law, from Madhya Pradesh in Forestry/Management, and one from Hyderabad in Environmental science and one UG students from Kolkata who obtained full funding.

### **May 24: Visit to Brandeis University, Brandeis**

1. Ms. Holly L. Chase, Assist Dean, Admissions & Financial Aid, International Business School: [HChase@brandeis.edu](mailto:HChase@brandeis.edu)

Schools require two years or more work experience

Follows Harvard Case Study method

Launching a Global Career program

One-to-one coaching with Career Center

Internship is not mandatory but recommended - paid or unpaid

Some students do internship for academic credits

Internship can be obtained through career center or a faculty

Center gets feedbacks from both, students and employers

The school has 65% international students (unusual)

Students attend Global Direction prior to attend orientation

2. Professor John Ballantine, Director of MSF Program: [johnbal@brandeis.edu](mailto:johnbal@brandeis.edu)

You need to understand the needs - How business studies upgrade your career

Case studies from different countries

In case studies group does not have students from same country

3. Viola H Morse, Program Manager, Administration & Students Services: [vmorse@brandeis.edu](mailto:vmorse@brandeis.edu)

Case studies in reality base

Students may have connections for overseas internship

MBA – 16 credits per semester, 164 for two years

Brandeis has tie up with Babson, Boston and Bantley colleges – students may take couples of courses in these schools.  
Students learn about writing resume, how to find a internship etc. from very beginning of their program at Brandeis

4. Josephine Jane Pavese, Assist Director of Career Counseling, Hiatt Career Center:

[jpavese@brandeis.edu](mailto:jpavese@brandeis.edu)

Jessica Paquin, Asstt Director of Academic Internships, Hiatt Career Center:

[paquin@brandeis.edu](mailto:paquin@brandeis.edu)

35% students attend academic internship

Type of internship depends on academic program

During the program internship should be related to academic field

Career center helps to find one-credit internship in summer

UG students in liberal arts have opportunity to do variety of internships

Three parts of module: Reflect – Explore – Connect

Career center offers four career fairs in a year

On an average 30 employers attend the fair

Employers indicates their specific requirements

### **May 25: Visit to Harvard Business School, Harvard University, Cambridge**

Students should tell us their experience

Interview of students – important and mandatory

Work experience must

Students from diverse fields are accommodated

Summer job/internship – up to students, students find them on their own

No academic credits for internship

Pre-MBA – 3 weeks in summer for students admitted for MBA

30% international students from 70 countries

JD+MBA - four years

MD+MBA – 7 years (not suitable for MBBS students from India)

Public Administration/Policy + MBA – 3 years

### **May 26: Visit to Suffolk University, Boston**

1. Career Center:

Summer internship – paid or unpaid

While changing field, internship is important

Graduates without internship are not welcomed by employers

In summer, students are allowed to work full time, earn approx. @ \$15.00 per hour

For Global MBA, a unique program of Suffolk – summer internship is compulsory

Academic internship is recommended in Marketing and Finance

International MBA students do internship in Finance, Marketing and Accounting etc.

Suffolk gets feedback on internship from employers and students

2. Lillian Hallberg, Dean of MBA, Sawyer Business School: [lhallber@suffolk.edu](mailto:lhallber@suffolk.edu)

Students visited Infosys, Bangalore

Students go thorough global case studies

Can earn up to 6 academic credits from internships

Letter of recommendation from supervisor is mandatory

At least one year work experience is expected

The school offers Global MBA – a unique program of Suffolk

### **May 27: Visit to University of Massachusetts, Boston**

1. Dr. Oscar Gutierrez, Associate Dean of Graduate Programs, College of Management:  
[oscar.gutierrez@umbs.edu](mailto:oscar.gutierrez@umbs.edu)

College offers five graduate programs

12 Specializations are available in MBA program

The College has both part time and full time students

Students with 2.75 GPA or higher – matching to profile of class is important

GMAT required

Two essays - Rational for MBA program and why UMass?

Students do Internships up to two, not mandatory

CPT available in Banking and Finance

Entrepreneurship (new program) – requires one internship in Summer for a period of 12 weeks?

MBA highly competitive

3-Year B.Com + One Year of Master's or Professional Program – eligible for MBA

Marketing Management – Case-based studies

Information System Management – less case-based basis

Focused on Team Building plus Team Formation and how to work in a Team

Special Math courses for students who do not have adequate knowledge in math

Graduate Assistantship (GA) – competitive, waive tuition fees

30% international students

2. Career Center:

Center has effective database of career placements

Organizes two career fairs – Fall and Spring, 70 to 90 organizations attend each fair

Helps UG students preparing for Law School, Medical School

3-5 months internship - paid or unpaid

Offers workshop on internship process

### **May 28: Visit to Boston University, Boston**

1. Mr. Hayden Estrada, Associate Dean of MBA Admissions, School of Management:  
[mba@bu.edu](mailto:mba@bu.edu)

School receives 3000 applications for 550 students for MBA program

Looks for diverse students

Work experience required

Students who can bring something in the table

Both, quality and quantity of work experience are important – five years w.e.

Requires high GMAT score – 700

Students need experience outside the field

Make them self awareness

Internships - school interacts with students and employers (internships)

School has good relationship with employers

### **May 28: Visit to Harvard Kennedy School, Harvard University, Cambridge**

MPA Program – for mid-career people

One year program

Internship recommended

Master's of Public Administration  
Requires 3-4 years work experience  
18 credit hours – 8 courses  
First year emphasized on Management and Analysis  
Second year – concentration  
Business plus government policy  
Internship recommended  
Partnership program with other universities

### **May 28: Visit to University of Massachusetts, Boston**

1. University of Massachusetts, Boston: UG Program

Offers two full scholarships  
Students from 130 countries  
Dual degrees in four years  
Career advising: 10 UG colleges have their own career counseling center – helps students from very first year  
Research option: Paid summer research program  
62% UG students go for Study Abroad program

**NAFSA Conference: Meeting with Mr. Peter Johnson, Director of MBA Admissions, Haas School of Management, University of California, Berkeley:**  
**pjohnson@hass.berkeley.edu**

Master's of Financial Engineering – work experience is not mandatory  
Doctoral program – work experience is not mandatory  
MBA program – not mandatory, students have average 3-5 years work experience  
Knowledge in multiple areas is important  
Students without work experience are unable to contribute in case studies  
Internship is not mandatory but recommended  
School has internship database  
15% internships available outside US  
Schools get feedbacks from employers and students

**Feedback through email from- Judy O'Neill, Associate Dean and Director of Admission, Atkinson Graduate School of Management, Willamette University, Salem, Oregon**

### **Business Studies**

#### **1. Why work experience is important for MBA applicants?**

Work experience may give students experiences upon which they can look back and apply what they learn. It also may help them mature in their interests, perspective and professional behavior. On the other hand students without work experience and gain the same benefits from a specific structured curriculum that lets them apply what they learn as they are learning it and specifically teaches and reinforces an integrated perspective and professional behavior

#### **2. Is Teaching Methodology indicates whether a B-School requires work experience or not?**

We believe a specific teaching and curricular methodology is needed for people with little or no experience to help the apply what they learn and the develop the behaviors they

need. However, this same type of learning method works for people with experience.

What does not work, is to offer a traditional learning style designed for people with experience (ie -- apply to what they used to do) to people who do not have work experience

### 3. If your school does not require work experience, why?

We do not require work experience for our full-time program. It is specifically designed as a program for early career and career change students. It develops knowledge, experience and career management/behavior needed for career transition and career success.

### 4. Some B-schools admit MBA applicants with and without work experience – what is the rationale?

We offer two different programs -- one Early Career and Career Change, for students who are seeking their first position or career change. They need knowledge, real experience and career management tools for career transition. Our other program has a different structure and curriculum and is designed for people with professional work experience who are seeking to career enhancement -- broader decision making skills and tools, broader knowledge, etc -- who are employed while they go to school

### 5. While selecting B-School, should students consider teaching methodology as an important factor?

Yes, students should pick a school that is designed to provide the knowledge, experience and professional tools they need to meet their goal. The teaching methods and the curriculum should result in the tools the students need to meet their goal. If their goal is career entry, they need a different program than if their goal is career enhancement.

## **Internships**

### 1. How do students select the appropriate or suitable internship?

Students evaluate their own goals and interests through our career management program. Then target companies etc in the areas of their interests.

### 2. What is the role of your Business school in helping students finding suitable internship?

Our career management team works closely with the students to prepare and find an internship

### 3. How important is the workplace size or status?

The internship experience should match what the students' interests and needs. It does not really relate to size.

### 4. One organization offers paid internship and the other offers unpaid internship – which one to accept and what factors are to be considered?

Most students are interested in a paid internship because it helps them financially. Given to equal opportunities, take the one with the pay. However, if the non-paid internship is a better learning experience for the student -- then non-paid might be the better choice for later career success.

### 5. If I have chosen wrong workplace, not matching with my expectations, what should I do?

Talk to the career management team and get coaching as to your situation. It could be that the student is not in a good situation, it could also be that the student's expectations are not realistic

### 6. Internship is not a full time employment – what kind of interview I will be appearing for?

The same as if it were a full-time job. Most likely behavioral interview questions.

7. What I should do or should not do during the internship period?

Work hard, listen, learn, communicate, be on time, show dedication, meet deadlines, be of service to the company and the community, behave professionally, build your network.

***Please see the attached Excel chart prepared based on my researched through internet:***

## **Online Resources:**

### **1. Graduate MBA & Business Subject Concentrations and Majors**

<http://www.gradschools.com/Article/business-concentrations/1636.html> -- this site gives basic information on Business studies and provides brief information on specializations available under Business studies. Very helpful for students who do not have any work experience.

### **2. Why do go for an MBA? -- The reasons for getting an MBA degree.**

[www.mba.com](http://www.mba.com) describes very clearly why should you think of getting a degree from a business school. I

### **3. What are the factors students considered in choosing business school?**

[www.mba.com](http://www.mba.com) did a online survey. More than 3000 students responded to the survey. The factors are – quality and reputation of the school, financial cost, personal fit and location

### **4. MBA Employment Opportunities**

<http://www.gradschools.com/Article/mba-employment-opportunities/1637.html> -- has important information for working professionals plan change their career or looking for promotion – how MBA can help them.

### **5. MBA or MS?**

<http://www.gradschools.com/Article/mba-concentration-or-ms/1642.html> --

How do you choose what type of graduate degree to pursue in your quest to succeed in the business world? This article will help you figure that out.

### **6. Office of Career Management (Fisher College of Business)**

<http://fisher.osu.edu/offices/career-management> -- information for student as well as for employer on job search or recruitment at Fisher.

### **7. Business School Admission Com:**

[http://www.businessschooladmission.com/teaching\\_methods.php](http://www.businessschooladmission.com/teaching_methods.php) -- Provides information on Business School Teaching Methods, i.e. Case Study, Lecture, Experiential Learning, and Simulations etc.

## **Conclusions:**

1. Two or more years of work experience is mandatory to majority of Business schools in the USA. The word “recommended” indirectly means mandatory.
2. Students without work experience should carefully select Business schools. Some schools offer specialized MBA program to fresh graduates having no work experience
3. Official web sites of Business schools may not give clear information – students should verify with the admission officials
4. Applications of case-based studies may vary from school to school
5. Interesting, many Business schools offer limited or substantial funding – which was not the case a couple years back.
6. Almost all Business schools admit students with wide range of academic backgrounds
7. Career management or Career center closely work with students and employers – helps both like a clearinghouse for internships
8. Students should start planning for internships and explore the facilities provided by career management or center
9. Internship experience is important for students, rather than the size or status of the business/industry.

10. Internship is a delicate investment for students' future – students should work hard, behave professionally and build network, make the employers/supervisors happy – to get the best rating in the evaluation.

### **PAL Project continues – follow up work**

1. Online research going on
2. Communicating with the Business schools
3. Preparing the Power Point
4. Preparing an article for local newspaper and a handout for advisers/students
5. Doing preparatory work for video production

### **Acknowledgement:**

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