



MARK H. McCORMACK
Department of Sport Management

Undergraduate Internship Handbook

498 Internship Handbook

Revised by Sport Management Department 4/1/15

University of Massachusetts at Amherst
Sport Management Program

Sport Management Undergraduate Internship Handbook

Director of Internships: Tony Lachowetz, Room 236E SOM Building, (413) 545-5040

The Internship

The student internship is an educational, on-the-job learning experience. Our internship sponsor roster includes a wide variety of sport organizations to choose from such as professional sport teams and leagues; collegiate athletic departments, conferences and associations; public and private sport facilities and clubs; high school athletic programs; sport marketing and consulting firms; and various amateur sport organizations.

- The internship is arranged for course credit (SPORTMGT 498 ~ 12 credits).
- The minimum length of the placement is 13 weeks, with at least 40 hours of work per week.

Educational Purpose

1. Learn current methods from expert practitioners;
2. Apply learned theoretical content in a practical sport management-based setting;
3. Measure and evaluate skill set and knowledge base relative to the needs of the field;
4. Explore a potential sport management career option, and;
5. Gain a greater appreciation for the role and function of sport management professionals.

Eligibility

Within the first several weeks of each semester, a mandatory meeting is held for all undergraduates who are interested in transferring into the Internship Track.

To *apply* for the internship track, which does not guarantee eligibility for an internship, a student must meet the following criteria:

1. A 2.8 GPA or higher;
2. Completion of a minimum of 60 and a maximum of 89 credits*;
3. Completion of 9 Sport Management credits (Introduction to Sport Management must be 3 of those credits);
4. Attendance at an internship track seminar or a meeting with Director of Internships
5. Submission of a completed internship track application, which includes, *inter alia*, recommendation signatures from two full-time faculty members.

*A student who has completed 90 credits or more may only apply to the internship track with special permission from the Internship Director *and* Undergraduate Sport Management advisor.

To *begin* an internship, a student must meet the following criteria:

1. Acceptance into the internship track;
2. Completion (by Dr. Lachowetz) and delivery to the Registrar's Office (by the student) of a "Change of Major" form, changing the student's major from SPORT MGT, General Track to SPORTMGT, Internship Track;
3. A GPA of 3.0 or higher in completed Sport Management courses
4. Completion of 75 credits;

5. Completion of 3 of the following 4 courses: ACCT 221, ECON 103, MATH 121, and COMPSI 105;
6. Completion of 12 Sport Management credits;

Because an intern represents not only him or herself but our school as well, anyone accepted into the internship track may be denied the opportunity to accept an internship in the event of losing qualifying academic standing, academic dishonesty, serious violation of the Student Code of Conduct, or failure to meet responsibilities associated with preparation for the internship (as specified by the Director of Internships).

Placement

The Sport Management Internship Office has a computer database with nearly 500 prospective internship sponsors. Names, phone numbers, addresses, are located on this database. There are also Internship Reports from former students on file in the library offering a student's perspective, as well as an overview of a particular internship. Another resource is the Sport Management On-Line Alumni Directory; a "network" of UMass Sport Management colleagues currently in the field. Access to this directory requires a paid fee and subsequent password assignment. Go to Room 236E SOM Building for more details. **Students are expected to be resourceful and self-motivated in securing an internship;** flexibility, assertiveness, and initiative are critical. No guarantee can be made as to the geographic location, compensation, or specific segment of the industry.

Five Placement Options:

1. The Sport Management Department has standing arrangements with several sport organizations, who regularly accept interns from the UMass program.
2. The Department also receives numerous inquiries from various sport organizations seeking an intern on a "one-time" or periodic basis.
3. A student may consider an internship with a sport organization not on our list, provided the application has the approval of the Director of Internships.
4. A student must have at least 12 credits of the required Sport Management major courses, non-elective.
5. Any student who has *not* taken Finance FOMGT 300 or 301 during the Fall or Spring semester, *must* to fill out a Course Exchange Request Form in order to take finance in the Winter session, the Summer session, or online. This form is in the Undergraduate Advisor's office ISOM 206.

Registration

If the internship is for the Fall or Spring semester, registration is completed as if registering for regular classes. If the internship begins during the summer months, registration is done through Continuing Education. The course number used for registration is SPORTMGT 498. **Inasmuch as Fall and Spring internships generally take the full semester and are typically off campus, the student is solely responsible for assuring that all department and gen ed requirements are met or will be met in time for scheduled graduation.**

Fees

An individual will not start an internship until all registration fees are paid. If the internship is away from the Greater Amherst area, undergraduates may complete a form requesting a reduction in the cost of fees payable during the academic semester of internship.

Requirements for Completion

All internships are graded on a Pass-Fail system. In addition to the commitment made to the organization during the internship, the student must also complete the following:

1. Internship Contract Data Form to be brought to 236E SOM and emailed to dbyrd@umass.edu.
2. A pre-internship Learning Objectives Form;
3. Two (2) 2-3 page papers that reflect on your internship experience in context of your reading of Mark H. McCormack's book, *What They Don't Teach You at Harvard Business School* (prompts to be provided by Director of Internships Office)
4. An internship report at least 20 pages in length, meeting specific guidelines (see Report Guidelines);
5. Strategic Business Memo (see Report Guidelines)
6. A satisfactory Final Performance Appraisal Form, and;
7. A post-internship Agency Evaluation Form.

Compensation

Most internships are not paid. However, some organizations are able to offer housing and/or board, while in other situations the intern is paid a modest hourly wage or works on a commission basis. The extent and form of compensation may be negotiable.

When the Internship is Completed

It is generally acknowledged that the 13-week period following the completion of a student's academic requirements would be the best time to do an internship. However, readiness varies from student to student. Some internship sponsors only consider individuals for an internship if they have one to two additional semesters of class work to complete **AFTER** the internship.

Health Insurance

If you are covered under the student health plan then you will be covered when you do your internship. Undergraduates who do not have the student health plan should check with their family health plan to ensure that they are covered while completing their internship.

Application for the Internship Track

Sport Management Department

Date of Application _____ ID Number _____

Student Name _____
(Please Print)

UMass Address _____

Campus Phone _____

Campus E-Mail _____

IMPORTANT

Permanent Address _____

Phone No. _____

E-Mail _____

Expected Graduation Date _____ Graduation Credits To Date _____
Mo./Yr.

Courses Completed in the Department (12 credits in SPORTSTU necessary)	Semester	Grade
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_____	_____	_____
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_____	_____	_____
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_____	_____	_____
-------	-------	-------

_____	_____	_____
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_____	_____	_____
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_____	_____	_____
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_____	_____	_____
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_____	_____	_____
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Please indicate when the following were completed:

	Semester	Grade
Econ 103	_____	_____
Statistic Requirement	_____	_____
Computer Science Requirement	_____	_____

Overall GPA _____ Major GPA _____

Desired Starting Date for Internship _____

Internship Preference _____
Name of Organization of Type or Organization

Location

Office Use Only

Date Accepted into the Internship Track _____

Advisor's Signature _____

Date Added to the Database _____

Internship Recommendation Form

DATE:

TO: Internship Director

FROM: Sport Management Faculty

SUBJECT: Recommendation for the Internship Track

Student Name

ID Number

Dept. GPA

I, the undersigned, recommend the above student for admission to the Internship Track:

1. _____
Full-Time Faculty Member

Signature

Date

2. _____
Full-Time Faculty Member

Signature

Date

Internship Matching Form

Date: _____ ID number: _____

Student Name: _____

Email address: _____

Year: _____ Expected Graduation Date: _____

Anticipated internship time: Month: _____ Year: _____

Geographic Limitations: _____

What are your career goals?

Where do you see yourself in five (5) years?

List the top three sports industries you would like to work in? (e.g. pro football, college athletics, etc.)

1. _____

2. _____

3. _____

Rank area(s) of preferred work (1-8): Marketing__ ; Sales__ ; Facilities__ ; CR__ ; HR__ ; Events__ ; Finances__ ; Law__ .

If you could pick your ultimate internship, what would it be?

List your top 3.

1. _____

2. _____

3. _____

What do you consider to be your “ultimate” job in sports?

Attach a copy of your current resume with this form.

Internship Contract Data Sheet and Checklist

*This form must be completed and returned to Office 236E SOM and emailed to dbyrd@umass.edu. DO NOT MAIL or FAX.

Student's Name: _____ E-Mail: _____

Current Address: _____ Permanent Address: _____

Current Phone: _____ Permanent Phone: _____

Internship Organization: _____

Organization's Address: _____

Organization's Phone: _____

Supervisor's Name: _____ Title: _____

Supervisor's Phone: _____ E-Mail: _____

Intern Starting Date: _____ Ending Date: _____

Internship Checklist:

Date Received

Internship Learning Objectives Form	_____
Internship Contract	_____
Completed 13 Week Placement	_____
13 Weekly Experience Log Sheets	_____
Evaluation of the Agency Form	_____
Evaluation of the Supervisor Form	_____
Internship Report	_____

Office Use Only:

Supervisor's Evaluation of the Intern Form Sent	_____
Supervisor's Evaluation of the Intern Form Received	_____
Report Guidelines Sent (one month prior to completion)	_____
Internship Report Due	_____
Internship Director's Call to Supervisor	_____

Report Guidelines -- Requirements for Internship Report

In addition to the “hands-on” learning obtained through your internship, it is also intended to provide an educational experience enabling you to apply your UMass course work and reflect upon your personal and professional development. This will be accomplished through the completion and submission of the following documents:

Procedural Requirements

- A. The report should be a minimum of twenty (20) typed, double spaced pages. In general, the final report should range between 20-25 pages. It may be considerably longer, depending on the availability of information regarding the organization and the scope of the internship. Please follow APA Guidelines (5th Edition) in terms of set up, font, margins, citation of references, etc (<http://www.apastyle.org/>).
- B. The report should be submitted via email to Director of Internships prior to or during the last week (Week 13) of the internship (**except for the summer – due date is August 8**).
- C. If the report is unsatisfactory, it will be returned to the student intern for revisions. At this stage of a student’s academic career, spelling, grammar, and factual data will all be reviewed carefully.

I. McCormack-Related Assignments

Students completing a 12 credit internship will be required to read the Mark H. McCormack book "What they Don't teach You at Harvard Business School," paying particular attention to Chapter 4 and Chapter 10 prior to beginning your 12 credit internship. Both assignments are designed to assist students to think about their personal attributes and internship accolades that will help them advance within an organization and to negotiate for a full-time position following their internship.

Assignment #1 (due Week #8 of your internship):

In Chapter 4 "Getting Ahead," McCormack discusses the importance of "combining your capabilities with an understanding of how the game is played" in order to help advance yourself within an organization [consider this 2 ½ - 3 page, single-spaced assignment to be a precursor to the second assignment which has you utilize information from Chapter 10 "Negotiating"] to negotiate for a full-time job you've identified within the organization. For the Chapter 4 assignment, identify what you've learned thus far through your internship that has helped you understand "how the game is played" in your organization and what information and tactics you can use to further advance yourself in your internship, leading to your Chapter 10 assignment - negotiating for a full-time position in the organization

Assignment #2 (due Week #10 of your internship):

Using information from Chapter 10 entitled "Negotiating," provide your argument that you deserve to be retained for full-time employment (select your full-time position) following completion of your internship. This 2 ½ - 3 page, single-spaced paper should include negotiating

tactics and positions discussed by Mark McCormack in Chapter 10 and applied to the full-time position you are pursuing. Throughout the assignment, reference McCormack's advice and how you will use this advice to successfully transition from your internship to your full-time position. Be sure to include specific internship successes, awards, accolades, leadership opportunities, outcomes, etc. you are responsible for as part of your negotiating strategy. This assignment should be written as a business memo to the person doing the hiring. Finally, your negotiation language should include how your personal and professional attributes (pre- and post-internship) will provide specific benefits to specific job responsibilities of the full-time job you are pursuing.

II) INTERNSHIP REPORT

A) Organizational Analysis

- 1 The Organization
 - Briefly describe the major purpose of the organization (include any relevant promotional brochures and any other information that describes the work for the organization). What is the organization's mission statement?
- 2 Structure and Personnel
 - Submit an organizational chart and provide an analysis of the organization's operating efficiency.
 - Submit position descriptions of management.
 - What are the backgrounds (academic, vocational, etc.) of the leading people in the organization? (DO NOT SUBMIT BIO'S FROM ORGANIZATIONAL PUBLICATIONS.) What are the strongest asset(s) of the leading people?
 - (a) (NOTE: A student should attempt to meet with the organization's leading people to gain an understanding of their position and experience.)
- 3 Financial Aspects
 - What are the major sources of revenue for the organization and what are the major categories of expenditure?
 - Provide approximate percentages for the sources and categories of expenditures.
 - In what areas could the organization improve its financial management?
- 4 Legal Aspects
 - What types of legal issues are faced by the organization?
 - How are they handled?
 - Who provides the legal services for the organization?
- 5 Marketing
 - What extent does the organization market itself and how?
 - What unique marketing tactics did you witness the organization utilizing?
 - How would you improve its marketing program?
- 6 Public Relations / Community Relations
 - How does the organization communicate with its stakeholders (media, fans, public at large) and are they effective?
 - How is the organization involved within its community? What programs are run, what are the goals and how do they fit within the organization's goals?
- 7 Technology

- How has the organization embraced technology? Detail the programs utilized (custom programs, database management, Internet communications), within the particular departments of the company (sales, marketing, communications, operations, etc.).
- What types of cutting-edge technologies does the organization utilize in its marketing, sales, communications and/or community relations efforts?

B) Internship Analysis

- 1 Detail your internship responsibilities. Be specific in terms of job responsibilities, reporting structure, and duties.
- 2 Describe the most significant areas of knowledge and/or skills that you acquired during your internship.
- 3 What were the most positive features of your internship experiences?
- 4 What were the limitations of your internship experiences?

C) Application of Sport Management Theory

- 1 In your specific internship area (i.e. marketing, law, finance, etc.) what areas of theory did the organization utilize or rely upon? Identify any research material referred to.
- 2 How did your internship experience further your understanding of the area in which you were working?
- 3 Discuss how the overall internship experience and academic experience will assist in your professional career.

D) Internship Experience Reflections on Learning & Growth

- 1 Did you achieve the desires and expectations you had, going into your internship, for personal and professional growth. How or how not?
- 2 What have you learned about your character and work ethic within a professional work environment? What do you need to improve upon?
- 3 What have you learned about yourself as a leader and as a “team player”?
- 4 How has your internship experience shaped your career interests and goals?

III. Strategic Analysis & Recommendations Business Memo

In order to assess your ability to write a persuasive and coherent business memo that demonstrates strategic and critical thinking skills, you are to write a 2-page (single-spaced) business memo addressed to your internship supervisor. This is a fictional memo for educational purposes that will NOT be shared with your internship supervisor; however, it is to incorporate real-world facts and situations from your internship experience.

In this memo, you are to identify a major strategic issue/challenge facing your organization, or a strategic opportunity that would enhance your organization. The memo should detail and then critically assess the issue/challenge/opportunity. The memo should conclude with your recommendation(s) on how your organization can best address the issue/challenge or pursue the opportunity. Be as specific as possible, using the knowledge gleaned from your internship, as

well as key learnings and takeaways from your reading of McCormack's book *What They Don't Teach You At Harvard Business School*

In writing this memo, you should be cognizant of the following bases on which your business memo will be assessed: Professional writing standards (tone, coherence, grammar); Design/format (readability, skim-value); Persuasion and Argumentation (supported claims, relevant evidence, counter-arguments, critical analysis; clearly stated reader point-of-view and purpose).

Grade for the Internship

A grade of satisfactory (PASS) or unsatisfactory (FAIL) will be submitted to the Registrar's Office after an acceptable internship and a completed evaluation form (from the sponsor) are received.

Internship Learning Objectives Form

Student's Name: _____ Term: _____

Sponsoring Agency: _____

Employer's Name: _____ Signature: _____

Directions:

1. Please complete the following three sections.
2. Forward the completed form to the Director of Internships by the end of the second week of the internship.
3. Please prepare these objectives in consultation with your Cooperating Professional.

SECTION A: Personal Vision Statement: In a brief paragraph, reflect on your vision and desired outcomes for your personal and professional growth through your internship experience

SECTION B: Technical skills and competencies you hope to heighten (e.g., skills related to the technical/professional aspects of your position).

1. _____

2. _____

SECTION C: Interpersonal skills that you hope to enrich through your internship (e.g., leadership skills, communication skills, etc.).

1. _____

2. _____

Internship Evaluation of the Agency Form

* This form is to be appended to the Internship Report.

Instructions: Please rate the strengths and weaknesses of the organization in terms of meeting your needs as an intern. Use the following scale:

Excellent	Good	Adequate	Poor	Not at all	Not Applicable
5	4	3	2	1	N/A

ITEM	SCORE
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1. Accepted you as a functional member of the agency staff.	_____
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2. Provided you with relevant experiences in administration, supervision and leadership.	_____
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3. Provided you with professional growth experiences (e.g., training programs, seminars, other developmental activities).	_____
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4. Provided assistance to you in meeting your personal and professional goals and objectives.	_____
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5. Possessed the resources essential to the preparation of sport management professionals (library, equipment, supplies, etc.).	_____
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6. Provided you with the opportunity to dialogue with other professionals.	_____
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7. Provided you with sufficient feedback on your performance.	_____
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8. Allowed you the opportunity to test classroom theory in applied situations.	_____
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9. Willing to listen to your suggestions or recommendations and discussed rationale for acceptance or rejection.	_____
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Would you recommend this internship placement to other future interns?

(Please Check): Yes _____ No _____

Additional Comments:

Internship Evaluation of the Supervisor Form

This form is to be appended to the Internship Report.

Instructions: Please rate the quality of supervision you received by your agency supervisor during the internship. Use the following scale:

Excellent 5	Good 4	Adequate 3	Poor 2	Not at all 1	Not Applicable N/A
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ITEM	SCORE
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- | | |
|--|-------|
| 1. Interested in your development. | _____ |
| 2. Willingness to discuss the full range of activities at the agency. | _____ |
| 3. Ability to respond to your problems and help you work toward solutions. | _____ |
| 4. Quality of conferences with the agency supervisor. | _____ |
| 5. Adequacy of arrangements made to orient you to the agency. | _____ |
| 6. Sensitivity to your needs in accomplishing your objectives. | _____ |
| 7. Expression of encouragement and sincerity. | _____ |
| 8. Understanding of philosophy and practices in the profession. | _____ |
| 9. Flexibility in arranging your tasks in light of changing situations within the agency, and your increasing professional competencies. | _____ |
| 10. Openness to change, innovation, and new techniques. | _____ |

Would you recommend this internship placement to other future interns?
 (Please Check): Yes _____ No _____

Additional Comments:
