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**DECLARATION:**

I certify that this assignment is entirely my own work, except where I have given fully documented references to the work of others, and that the material in this assignment has not previously been submitted in any formal course of study.

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**Executive Summary**

This study provides a summary of my remote internship time at ARPAS-UK Limited for the period from Monday 8 June to Monday 7 September 2020. This entire report was subdivided into four separate parts. The first section is a general concept introduced around the institution of the internship and the individuals involved in its continued success, such as my supervisor and the company's other personalities. The second part gives a summary of the internship in practise as well as the duties and tasks that I have been assigned to perform. The third section focuses on the evaluation and reflection of the knowledge and experience that I have developed during the internship, highlighting the linkages with the theories and ideas that have been studied during the year in the Masters in Management course. And finally, the fourth section, which describes the final conclusion followed by the recommendations and my take-ups that I can definitely claim to be what I have learned and will carry out in my career.

**Chapter 1. General Information**

This segment explains the specifics of the organisation for which the intern has served, as well as the people who have been involved, in the process. It is up to the specifics to know about the different way of thinking and the company that made this whole experience a great achievement. My internship at ARPAS-UK Limited took place between June and September 2020 in the academic year 2019-2020 under the Masters in Management programme at Cranfield University. Before the beginning of the internship, we had already been told about the assignment of supervisors from both the college and the internship organisation.

**1.1 Overview of the institution of internship**

ARPAS-UK is the Community of Remotely Operated Aircraft Systems. It is a non-profit group organisation and professional body that promotes and works on behalf of the Remotely Piloted Aircraft (RPAS) community, from start-ups to larger established operations. ARPAS-UK works closely with industry authorities, in particular Civil Aviation Authority (CAA) and UK Government departments, on behalf of its members to influence and ensure that the regulatory framework for the safe and competent operation of remotely piloted aircraft is appropriate and promotes best practise. The organisation also partners with other key stakeholders to develop national and international RPAS policies and standards for the benefit of its members. The organisation operates in the public interest and encourages discipline within its membership by complying with the agreed Code of Conduct and by holding appropriate authorisation. The organisation takes progressive positions on national issues to include the RPAS profession in all end-user sectors, allowing it to continue to rise in prestige and power. (*What We Do – ARPAS UK*, 2020)

After working with ARPAS-UK Limited, the one thing I knew about the work of the organisation is that the company works as a driver between its members and the different authorities of industry. The association helps both to better relate their smooth work, which is why I enjoyed working with them in the first place.

ARPAS-UK initially assigned me a supervisor named Tina Brevitt who assisted the operations team of ARPAS-UK Trade Association but, by the end of the internship, I had been assigned another supervisor named Elena Major who is the Operations Manager at ARPAS-UK. They are both nice ladies, and they helped me out at their best whenever we needed help during the whole internship. They were also evaluated and assessed my work. Apart from that, I also had the advantage of talking with the CEO of the company, Mr. Graham Brown at several occasions.

**1.2 My Supervisor: An interesting personality**

I am very grateful to Cranfield University for providing me with a very good supervisor named **Dr Robert A Allen**.

“Dr Robert A Allen is a Senior Lecturer at the Centre for Defence Management and Leadership (CDS, Shrivenham Campus) and Director of Masterships in Management and Leadership (School of Management, Bedford).” (*Dr Robby Allen*, 2020)

Robby was a senior lecturer and academic leader for the procurement and supply chain at the University of Gloucestershire prior to joining Cranfield. After the UK Ministry of Defence, where he served in various positions in the United Kingdom and Germany over a 24-year period, Robby entered academia. He was the First Lieutenant of the Sea Cadet Unit TS TIGER (MOD-Sponsored Cadet Forces). (*Dr Robby Allen*, 2020)

“Dr. Allen holds a PhD from the University of South Wales (in expert mimicry) and Master’s of Science degree in procurement from University of Glamorgan. He is a Fellow of the Chartered Institute of Procurement and Supply, a Fellow of the Higher Education Academy and has a PG Cert in teaching. He is a member of University Senate and an Academic Conduct Officer.” (*Dr Robby Allen*, 2020)

He has taught in international programmes such as the Baltic Defence College and the MDWSC programme. He operates a micro record label outside the university, specialising in the production and recording of artists and singer-songwriters who are unsigned. (*Dr Robby Allen*, 2020)

**Chapter 2. In-practice Internship**

This research is focused on my three months of realistic experience with ARPAS-UK Limited. The main objective of the internship was to gain exposure to various functions of management, such as project management, consulting, etc. The preceding chapter will give you an overview of the objectives of the internship and the type of work I have done.

**2.1 Objectives of the internship**

The purposes of the internship programme and studies are as follows:

* To gain thorough knowledge of the responsibility for the job.
* To experience the real work atmosphere.
* Comparing the actual situation with the lessons learned from the MSc in Management programme.
* To satisfy the MSc in Management degree prerequisite.

Internship may help an individual gain experience in applying theories learned in the classroom to real experiences of the community and work environment. Pursuing an internship will allow you to build knowledge of your strengths, values, and interests, so that your personal and professional direction can be better aligned (*Student Handbook A Guide for Students Participating in a Grinnell College Affiliated Internship Experience*, 2014).

Internship not only benefits the candidate, but also benefits the industry because interns are widely seen as a good source of low-cost industry workers and potential networking advantages can be used for future referrals that might come from internships (Ismail, 2018)

**2.2 Form of work**

I began my job at ARPAS-UK Limited on Monday, June 8, after signing a contract with them on June 6. I remember the first day when Tina Brevitt sent me and my colleague from the university, on behalf of ARPAS, a welcome email stating the task we were assigned to that day. While we had a particular job description before signing a contract to work on a project referred to by the British Standard Institute and related to improving the communication system, we were given a task to look at the migration of the website of the organisation from the old version to the latest one, that time. For the first time, the email we got had details to make some changes to the documents posted to the old website and then bring them back on to the new website. After correcting the formats, margins and other aspects of a word page as part of my task, I converted the multiple word files to pdf. As part of the initial task, they asked for feedback on their previous website too. After researching the entire page, I took some help from my colleague and then prepared another paper with missing information on their website and then submitted it.

On the same night, we received another email consisting of project information that we were told at the time our contract was signed and our job was to find the right format for the survey questionnaires that were about to collect some data for that project. Basically, for the purpose of standard development for the industry, the organisation wanted to collect some data and they wanted to get some input from a survey. Overall, they wanted us to find the correct format for the survey questionnaire, the application or website to produce these surveys, the subjects and the topics that were not included in them, and other areas that were not covered. For better argument, I prepared a summary email consisting of the specifics of the different applications used for the creation of the survey, as well as their contrast with each other, and then sent it to the CEO for future reference.

As a task provided on another occasion, I also wrote a newsletter on the subject of different types of drones and payloads. As we were moving towards the end of the internship, the final task we were given was to find out the data of the individuals and companies on the list of the Civil Aviation Authority (CAA). The names of the persons or organisations with a Permission for Commercial Operation (PfCO) is included in this list. Even though the list was of several pages I found information of more than 500 individuals as well as organisation and submitted. I also introduced the work of my thesis to the CEO and the supervisors, apart from all the work I did for the company, which encouraged me to apply my presentation skills. It is understood that if a person is unable to justify his/her work to the audience, then conducting a study is completely unfounded. Appendix for reference is added at the end of the report.

**Chapter 3. Evaluation, Reflection & Recommendation**

The description of reflection experienced during the internship is included in this chapter. It is an overall reflection of what I have learned as well as the ideas I have implemented during my work at ARPAS-UK and my overall perception of the word 'Management' as well.

**3.1 Management understanding**

Management has many definitions provided by various experts, often it comes with an additional topic to place more focus or meaning on management, such as strategic management, project management, people management, etc. However, after working with ARPAS-UK as an intern, I personally thought that it was about an individual studying other individuals, a team, various cultures, diversity and applying all the rules, procedures, applications, ideas, etc. to tackle the moment that is the need for the hour. In Cranfield, for instance, I myself have a well-explained journey. I had a wonderful opportunity to work in various teams and different circumstances with different types of people over the course and handling them all the time has been of great benefit to me in order to achieve the necessary performance of the challenging time of that moment.

**3.2 Applied theories during internship**

I had to apply time management skills to complete the tasks on time, which was a big help in the internship programme. Due to the situation we were all in (Corona pandemic), it was hard at the beginning to communicate with the right people for support, but as times passed, I became pro-active in communicating with the supervisors. Whatever skills I obtained from the 'Management Consulting' module, such as first learning about the problems during several initial meetings, can help to understand the core of the problem and the client's method that they want to solve the problem, applied in my internship and then carried out the task on or before the deadlines. The internship helped to develop new skills and nurtured past experiences from the classroom sessions, such as the application of critical thinking and decision-making.

My ARPAS-UK experience indicates that the 'Y' theory of 'Douglas' was present in the organisation, which not only helped me to experience the environment of self-motivation, self-direction, and self-control but also showed me a system without any monitoring incentive to manage people. It should be remembered that this distinction is the distinction between treating individuals as children and treating them as mature adults (DAVE and ANNA, 2013).

In order to gain insight from different modules, such as organisational behaviour, people management, project management, etc. I should have incorporated the other theories. But, the situation was not convenient because of the pandemic, and we had to accept the offer of remote internships. But the one thing I learned the most during this internship was that, in such a pandemic situation, communication is the key to everything.

**3.3 Recommendations**

The basis of the strategic plan of an organisation (Profit/ Non-Profit) is focused on its vision and mission. All critical resources, including personnel resources, time, and financial resources (budget, etc.) are included in a successful strategic plan (Joshi Head, Gupta Senior Assistant Professor and Kangra S P Bansal, 2020). And when I first saw the ARPAS-UK website, it really amazed my thoughts, because there is no vision, mission, or even any strategic framework present. Which sector of the industry do they work in? They are not yet sure about their position in the industry. What is the purpose of their work? And what exactly do they want to accomplish in the future or within a limited period of time? Even before taking any further steps towards any future work, ARPAS-UK should certainly think and focus on it.

A paper based on the non-profit organisation research suggests the two big problems that seem right in my internship organisation's situation too. The paper notes that the two subjects are primarily concerned with the problems, first being the liability of newness and the other being the theory of copy-cat (Anheier, 2000). It can be said as an assumption, but my experience accepts the fact that the ARPAS-UK Limited copied the specifics of the work of others to some degree in order to modify and present them for potential development, such as copying the American National Standard Institute (ANSI) standard specifics.

Other than that, I would also recommend ARPAS-UK to encourage their employees or interns to mix with each other for better performance and provide them all with the 'Y' kind of atmosphere of the Douglas theory that was missing in our case during our internship period to some extent.

**Chapter 4. Conclusion**

This chapter is a rundown of all the chapters above, with a concise overview of the findings I have obtained for my potential takeaways. After moving into a real life work environment, it was an observation of what a person could do.

**4.1 Author’s basic understanding after the internship**

The author has found that if things are not straightforward about the task to be performed, it is always better to understand them first, and for that, there are 5Ws and an H (what, where, when, why, who, and how?) to establish. When the problem statement is explicit, in order to fulfill the expectations of the client or the company with which the person is working, it is important to interact with the right people during the project. There are many management applications that help to narrow down the issues in order to pursue the correct process, be it the methods called lean and agile, be it a kind of analysis known as PESTLE, or any other applications studied during the management classroom session according to its requirements. It is also beneficial for an employee or intern to try to build a constructive and healthy competition between other workers in order to figure out how to innovate. There are certainly a few management roles for managers to continue inspiring their workers to find the right balance between Douglas' 'X' and 'Y' theories and setup a self-inspirational work environment (Mcgregor and Zendage, 2017).

It should always be remembered that there should be a goal for an individual as well as an organisation for every working project. For the mutual benefits of both the employee and the organisation, it is also important that the goals for both should always be aligned with each other. This is a lesson I learned in the module of people management, which after working as an intern I found true, and I am very grateful to **Mr. Michael Dickmann** for educating me about this.

It is not appropriate for an employee to continue to engage with the seniors all the time, but it is often advisable for the seniors to keep their colleagues in touch so that they can feel connected and encouraged all the time. Due to the communication gap from top management, I and my colleague at the time of the internship felt a bit separate from the company. As a result, the company could not help us collect the survey information which we expected from them. This comes from the organisational behaviour and this must be guided by the people of the human resources or the managers of the esteemed organisation. This internship is also a workplace time table activity that has unfortunately been abandoned due to remote work, but it has always been excellent practice for new people to schedule an initial work time table for potential full-time work.

**4.2 Overall summary**

This experience was a complete package of learning about an organisation, its culture, its diversity, inclusion, individuals, work environment, forms of work, various clients & customers and their positions within the organisation, etc. This was to learn about balancing a person with all the above and shape in the same way as it was for the internship organisation in order to achieve the goals for an individual as well as the objectives of the organisation. It was a lesson in all the struggle one had to do to present oneself for his/her own and organisational marketing.

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**Appendix**

   

 

     