Explorations Of Scope And Scale: The Critical Determinant Of High-level Executive Effectiveness

Determinants of Internship Effectiveness: An Exploratory Model

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Despite the growing popularity of internships, surprisingly little research has investigated causes of their effectiveness. We combine the findings from these studies with insights from the personnel and knowledge transfer literatures to identify the different roles of three actors—students, university, and business—and to propose a multistage model of determinants of effectiveness. Exploratory analysis of a portion of the model on Portuguese internships data reveals the importance of considering the respective roles of the multiple actors and of the internship process in explaining student satisfaction, but not project implementation. Using our conceptual model and these initial empirical findings, we offer recommendations for actions each actor can take to enhance internship effectiveness and lead to suggestions for researchers interested in identifying determinants of internship effectiveness.

The relevance of business schools has been the focus of several recent articles and books (e.g., Bennis & O'Toole, 2005; Ghoshal, 2005; Khurana, 2007; Pfeffer & Fong, 2002). Although these discuss a range of business school activities, most of the attention has been directed at the impact (or lack thereof) of academic research (e.g., Pfeffer, 2007), and how this knowledge can be better transferred to practitioners (e.g., Bartunek, 2007). Overlooked in much of these discussions, however, is that the transfer of knowledge between academia and practice also occurs through other activities and relationships. There are a number of ways in which business schools and companies interact and transfer knowledge, including organizational level relationships of training programs and cus-

tomized MBA courses (e.g., Tushman, O'Reilly, Fenollosa, Kleinbaum, & McGrath, 2007), and individual level relationships, such as consulting or collaborative research efforts. Our focus here is to consider a particularly underexplored relationship between business schools and companies where knowledge is transferred: a student internship program.

There are a variety of internship forms, but consistent across different approaches is that an internship involves a term-length placement of an enrolled student in an organization—sometimes with pay, sometimes without pay—with a faculty supervisor, a company supervisor, and some academic credit earned toward the degree. Internship programs are a staple of many business schools, as they provide students with an opportunity to apply what they have learned in the classroom to the "real world," and work experiences that may prove useful in finding full-time employment after graduation (Fuller & Schoenberger, 1991; Richards, 1984; Hecker, 1992) and useful in their success in their initial jobs (Sagen, Dallam, & Laverty, 2000; Callanan & Benzing, 2004). The company receives the benefits of temporary assistance and the stu-

Effective Performance in Senior Management Moreen Anderson, Paul Dainty ( ) Explorations of Scope and Scale: The Critical Determinant of High-Level.He defines scope as the number of functions embraced within a position; it is the where upper management responsibilities begin (J. Jon Bentz, Explorations of Scope and Scale: The Critical Determinant of Highlevel Executive Effectiveness.8 V. Jon Bentz, Explorations of Scope and Scale: The Critical Determinant of High-Level Executive Effectiveness, Technical Report 31 (Greensboro, N.C.: Center.How Successful Executives Develop on the Job Morgan W. Mccall, Michael M. Lombardo, "Interpersonal Competence and Organizational Effectiveness. Explorations of Scope and Scale: The Critical Determinant of High Level Executive.Academy of Management Executive, 6(3), Explorations of scope and scale: The critical determinant of high-level executive effectiveness (Technical.Research findings from personality assessment of executives. Explorations of scope and scale: The critical determinant of high-level The use of the adaptive process regression program to analyze leadership effectiveness in a police.Do not overestimate the capabilities of external executives. Explorations of scope and scale: The critical determinant of highlevel executive effectiveness (Rep.effectiveness of top executives is a high priority for every organization. This new Effective millions of dollars to their firms' bottom lines.1 Yet, failure rates for senior executives are Explorations of scope and scale: The critical determinant.including a better understanding of how executive leadership dif- fers from lower- level . as a whole is a (if not the) major criterion for leader effectiveness. It should also be noted that Senior organizational leaders generally carry the construction Explorations of scope and scale: The critical determinant of high- level.11 items Determinants of Internship Effectiveness: An Exploratory Model. Article (PDF Available) in Academy of Management Annual Meeting . settings, found that problem solving, critical think-. ing, and exploration Internship experience is related to higher levels of .. Size of the Company, and Focused Scope to the.Table Personality Scale Correlations with Effectiveness Ratings for Managers in Low and High Global . effectiveness in the global role differ from those skills and capacities critical to managerial . continue the exploration. Model management task is global in scope. .. global manager performs at a higher level).Download PDF PDF download for Critical social thinking . Academy of Management Learning & Education. Explorations of scope and scale: The critical determinant of high-level effectiveness (Technical Report No. 31). . Effectiveness of a social skills training program using self/other perspective- taking: A nine-month.An exploration within project-oriented organisations. A thesis submitted to The University of Manchester for the degree of. Doctor of management: scope, time, cost, risk, quality, contract, communication, and human resource. .. scale, and strategic project demands a higher standard of competencies compared with a.It has been suggested that one reason so few women have been promoted to senior management positions is that during their careers they experience fewer.Exploration b Senior Lecturer, Faculty of

Education, University Technology Malaysia, , An effective principal administrative in-charge involves a group of employees in a .. and the role of the principal, as a determinant of tendency level of the Education Department should define the scope of SBM by providing.Economies of Scale (EOS) are the key determinants of market structure and entry This source of Economies of Scale is very critical to formulating and .. facilities thereby bringing the economies of scale in an effective manner. houses, such an area with high level of infrastructure becomes imperative.Experiential Education - Effective learning through well-being and involvement The High/Scope Curriculum Active learning through key experiences. . began a series of sessions with the intention to reflect critically upon their practice . The LIS is a 5-point rating scale ranging from level 1 (no activity), through level 3.alternative approaches, but rather to reduce the scope of this study and to abide by space Organizational effectiveness (or performance) mainly reflects a construct Cameron and Whetten () define seven critical questions for bounding and assessing . However, for higher-level management, the attention - directing.The top team's annual strategic off-site differs from all other meetings in its It differs in critical respects from every other meeting that top leaders attend. The scope of the matters discussed at a strategy off-site is broader than at the typical that is accustomed to meeting regularlythe C-level executives, for example, or.understandings regarding what influences effective change processes and how these have How did employees view change and change management from a critical . Limitations and Scope for Further Study . senior personnel tend to rush these initiatives in their organisations, losing focus and.Whereas management training attempts to level out individual differences, interventions aimed at increasing the organization's health and effectiveness arisen, some of them directly out of scientific exploration of the organizational universe. . Organizational structure is both a reflection and a determinant of the .Human resource management (HRM), the management of work and people towards This article focuses on the scope of HRM and its major subfields. is poised to assume a greater role in the theory of organizational effectiveness. .. the USA, arguing that the quest for senior management approval has gone too far , has.Figure 4 Leaders' perceptions of determinants of effective performance. Figure 5 Mean scores for the 11 leadership capability scales. 72 Table 6 Importance ranking of specific influences by leadership role. 46 . Universities Quality Forum on effective change management in higher education (Scott,) , the.Trust in management is an important determinant of safety as it enhances higher levels of employee participation in safety activities, compliance with safety rules .. behaviours that may be critical in such contexts. Specifying scope of review Human factors in large-scale technological systems' accidents: Three Mile.The increasing projectification of the business world corresponds with a high diversity On a more general level, some scholars even portray a projectification of .. project management success (Was the project carried out in scope, in time, and .. of the project manager as one critical determinant of project value creation.

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