



HVS | **ANAROCK**

Internship Study

Effectiveness of Internship in the Indian Hospitality Sector



Foreword

The Indian hospitality sector has grown rapidly in the past couple of decades and is a key employment generator for the country. However, shortage of quality personnel has been a perennial problem for the sector even though several students graduate from specialized hospitality institutes in the country every year.

It is high time that the hospitality sector introspects on this challenge, especially as several hospitality students prefer joining other sectors after their graduation. An effective and fruitful internship experience, which in most cases is the first practical exposure to the industry for young students, can go a long way in overcoming this challenge by changing the perception that students have about working in the sector.

COVID-19 has disrupted the way businesses operate, changing the world as we knew it in more ways than one and internships are no different. With the entire world in lockdown mode, students were out of college as educational institutes were shut and several companies postponed or cancelled their internship programs. The crisis has forced the students, academia and industry to adapt to working and learning remotely in a virtual environment. Online classes have become the norm today and it is perhaps an opportune time for hotel companies to plan and implement virtual internships (starting with allied departments such as HR, revenue management, marketing etc.) to help students understand the evolving job requirements in the sector and train them accordingly.

Through our internship study, HVS endeavours to identify and understand the challenges faced by students as well as the industry during internship programs, while providing recommendations on how these challenges can be overcome to make internships more effective.

Internships will become even more important in the COVID-era as hospitality companies try to achieve a leaner team and prefer multi-skilled graduates with industry experience. Moreover, once the demand bounces back, the industry is going to face a severe challenge of attracting back talent as it has lost a significant part of its workforce during the pandemic.

We hope you find the report insightful, clearly highlighting the challenges and providing recommendations that can help make internship a fruitful process for all the stakeholders.

We look forward to hearing back from you!



Acknowledgement

We would like to thank all the participating students for their efforts in completing our survey. We sincerely acknowledge the contributions of the industry stalwarts and institutes, who provided us valuable insights and suggestions, without which this report would not have been possible.

The initial seeds for this report were sown by **Mr. Dilip Puri, Founder & CEO Indian School of Hospitality (ISH)**, who not only planted the thought of doing this very important industry study but also had his team at ISH and himself collaborating with us to achieve the desired outcome. We are grateful for their contribution.



Introduction

India has become one of the fastest growing travel & tourism (T&T) economies in the world on the back of its rich heritage, cultural and geographical diversity. As a result, the hospitality sector in the country has also grown rapidly in the last couple of decades, contributing significantly to the economy as well as employment in the country. According to WTTC, the T&T sector contributed 6.8% and 8% to the country's total GDP and employment, respectively, in 2019.

The Indian hospitality sector is one of the most labour-intensive services sectors and shortage of quality skilled personnel has been a perennial problem for the sector. Several students graduate from specialized hospitality institutes in the country annually, but over the last decade or so, many of them have preferred to join other services sectors, as these sectors find hospitality graduates to be well-groomed with a positive orientation towards customer service and good communication skills.

The hospitality sector needs to introspect to the reasons contributing to the loss of resources to other sectors and this study attempts to review one area that is considered to be the first practical exposure to the industry for young impressionable students, their internship, at the various hotels during their course.

'Internships' are important to prepare the future workforce for the sector

Traditionally, internships, a major component of hospitality education, have been considered the most effective means of gaining experiential learning. A successful internship program helps students to integrate their theoretical knowledge with practical experience, while giving the industry an opportunity to groom the 'future workforce'. They are an effective marker to whether potential employees meet the high standards expected from the industry, while offering students an invaluable insight into what day-to-day work life at a hotel means.

Internships also highlight skill sets and individual strengths, enabling participants to make an informed decision on which areas of specialisations they would like to pursue. Internships will become even more important going forward as hospitality companies try to achieve a leaner team and prefer graduates who have already accumulated experience within the workplace as this will also reduce training needs. Meanwhile, a successful internship will help fast track employees in the right direction, achieving middle management and executive levels at a faster pace.

With this study, HVS endeavours to gauge the effectiveness of internships in the hospitality sector, exploring the perspectives of different stakeholders involved. As part of the research process, we conducted an online survey with students and in-depth interviews with academia and industry. The study aims to identify and understand the challenges faced by students as well as the industry during internship programs, while providing recommendations on how these challenges can be overcome to make internships more effective.



Student Survey - Methodology

HVS ANAROCK conducted an anonymous online survey amongst hospitality students (who had completed their internships) from four leading institutes in India to understand their experience during their internships.

The online survey was conducted in March 2020, with 338 participants responding to it. We have, however, for the purpose of this study and our analysis included only those responses where the students have completed most of the survey questions. So, our final survey sample includes 323 participants.



March 2020
E-SURVEY CONDUCTED



323
HOSPITALITY STUDENTS
(who completed internships)



04
LEADING INSTITUTES
IN INDIA

Internship Characteristics

By brands

Of the 323 respondents, 57% of the respondents interned at domestic hotel brands whereas 36% interned at international hotel brands. Close to 6% of the students did not respond to this question, while 1% interned at both domestic and international hotels.



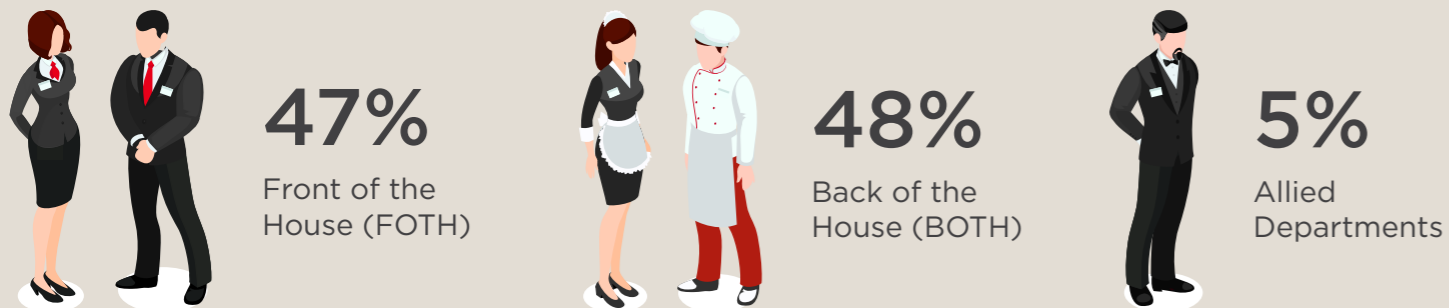
By location

Majority of respondents i.e. 70% were stationed in metros while just 8% were stationed at non-metro locations.



By departments

Front of the House (FOFH) and Back of the House (BOFH) had almost equal representation in the internship departments i.e. 47% and 48%, respectively.



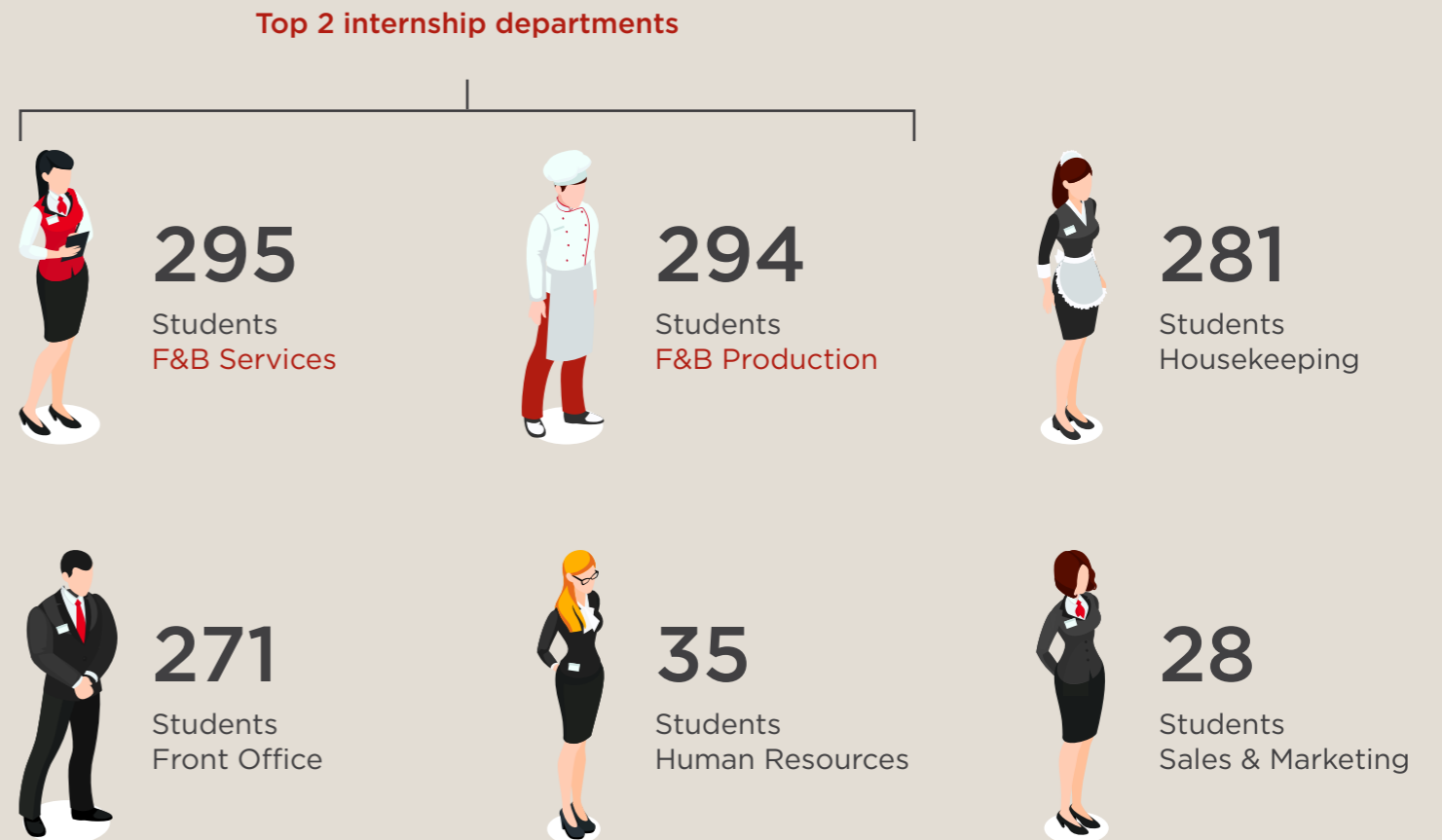
By no. of departments

Of the 323 respondents, 65% of the respondents interned on an average in four departments, while 11% of the respondents interned in five departments. While 13% of the respondents interned in three departments only 1% interned in a single department.



By departments (no. of students)

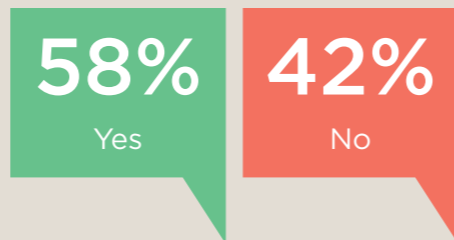
With majority of respondents interning in multiple departments, F&B services and F&B production were the top 2 internship departments, followed by Housekeeping and Front office.



Qualitative Questions

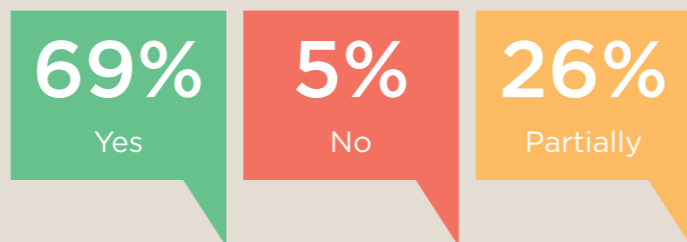
Did you have a planned internship schedule which was provided to you at the start of your program?

Of the 323 respondents, 183 were given a planned internship schedule at the beginning of the program. Surprisingly, 42% of the students did not have a planned internship schedule.



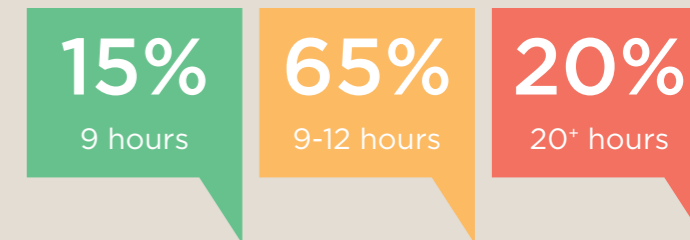
Was there an induction plan that you went through on your first day during which you met a member of the hotel HR team who welcomed you, explained the role & entitlements and introduced the hotel and its Executive Committee Team members?

More than two-third of the respondents i.e. 222 went through the internship plan on the first day and met a member of the hotel HR who explained the roles and responsibilities. However, 31% of the students only had a partial or no induction at all on joining.



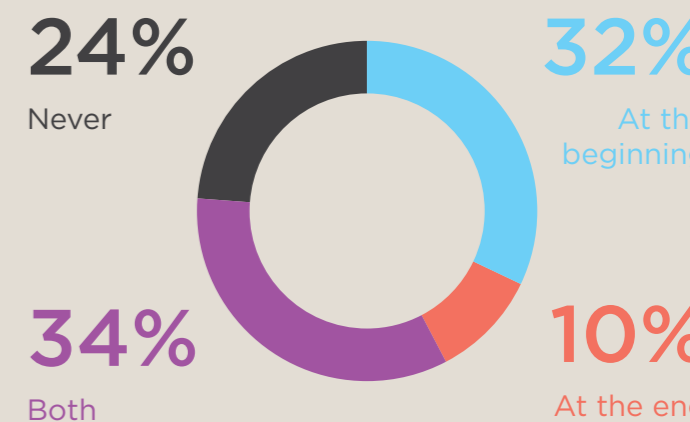
During your internship, what was the average number of hours you were made to work on a daily basis?

Of the 323 respondents, 65% were made to work 9-12 hours, while 20% of the students worked more than 12 hours a day. Only 15% of the respondents worked 9 hours a day.



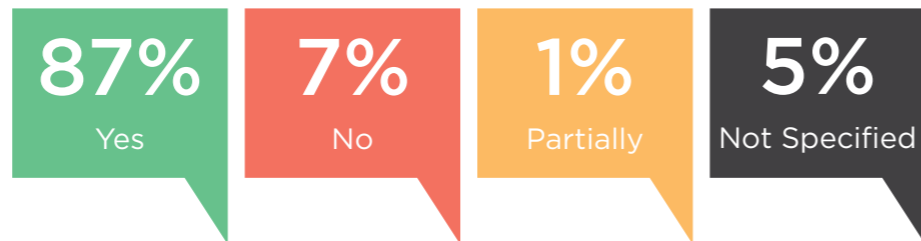
During your internship with one or multiple departments, did you meet with a Departmental Manager who briefed you on your role & expectations at the start and took and gave feedback at the end about your experiences and your performance?

Of the 323 respondents, 24% of the respondents or 77 respondents never met with a Departmental Manager, while 32% met the Manager at the beginning and another 34% met the Manager at the beginning as well as the end of the internship.

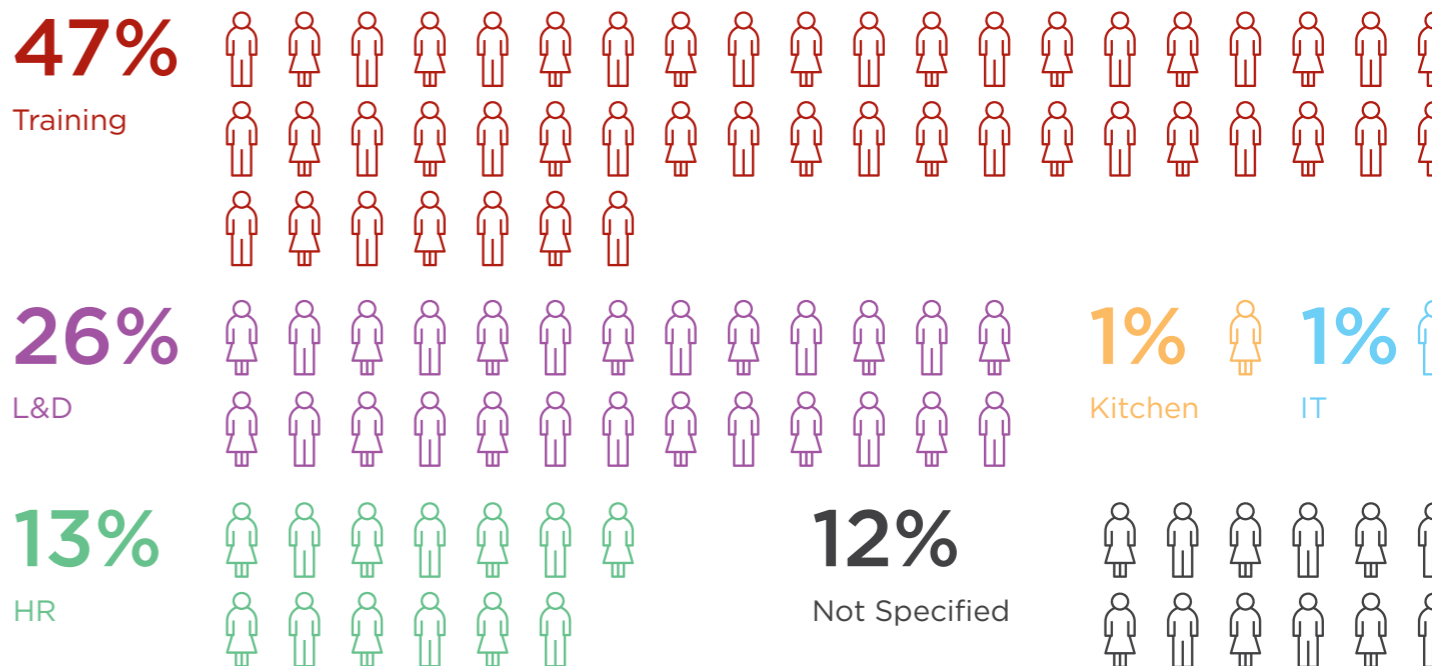


Were you informed who you could reach out to at the hotel in case you had any difficulties or issues during your internship?

Majority of respondents i.e. 283 knew who they had to contact if they faced any difficulties or issues during their internship, while just 7% respondents did not know who to get in touch with, in case of any issues.

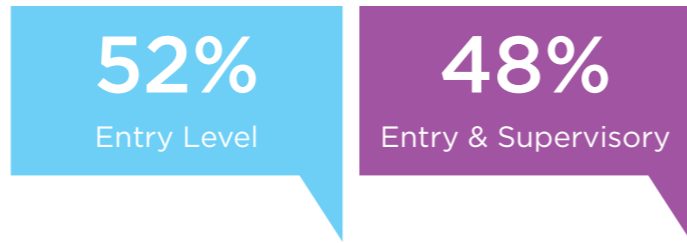


Of the 87% respondents who indicated that they knew who to get in touch with, 47% respondents were assigned to a person in the Training department, while 26% of the respondents were assigned to a person in Learning & Development (L&D) department. Another 13% respondents were assigned to HR department while just 1% each were assigned to Kitchen or IT department contacts.



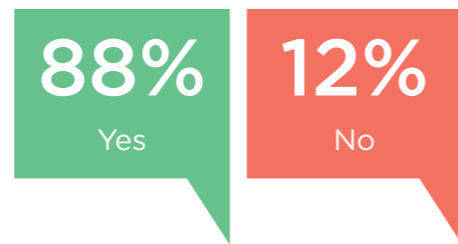
During the period of internship with any department, were you given only entry level work exposure or were you also given insights into supervisory level responsibilities?

48% of the respondents indicated that they were given exposure to both entry level and supervisory responsibilities during the internship. However, 52% of the respondents were given just entry level work exposure.



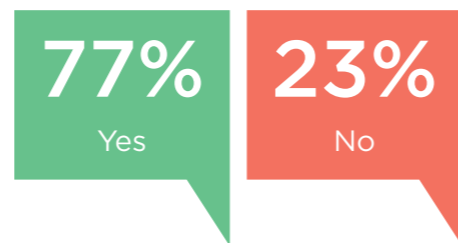
Were the team members of the departments you interned in, supportive and did they provide guidance?

Of the 323 respondents, 88% indicated that the team members in various departments they interned in were supportive and provided guidance.



During the period of internship, did you feel that the hotel treated you with dignity and that you felt a part of the team?

Of the 323 respondents, 77% of the respondents indicated that they were treated with dignity and felt part of the team, while a shocking 23% indicated against the same.



On your overall experience during your internship, please select the options from the choices below that you feel are best representative (you can choose more than one).

Of the 323 respondents, 51% of the respondents had positive experience pertaining to the internship. However, it is remarkable to note that an almost equal number of students had a mixed or negative experience. 37% of the respondents had a mixed experience, while 12% of the respondents had negative experience to share.

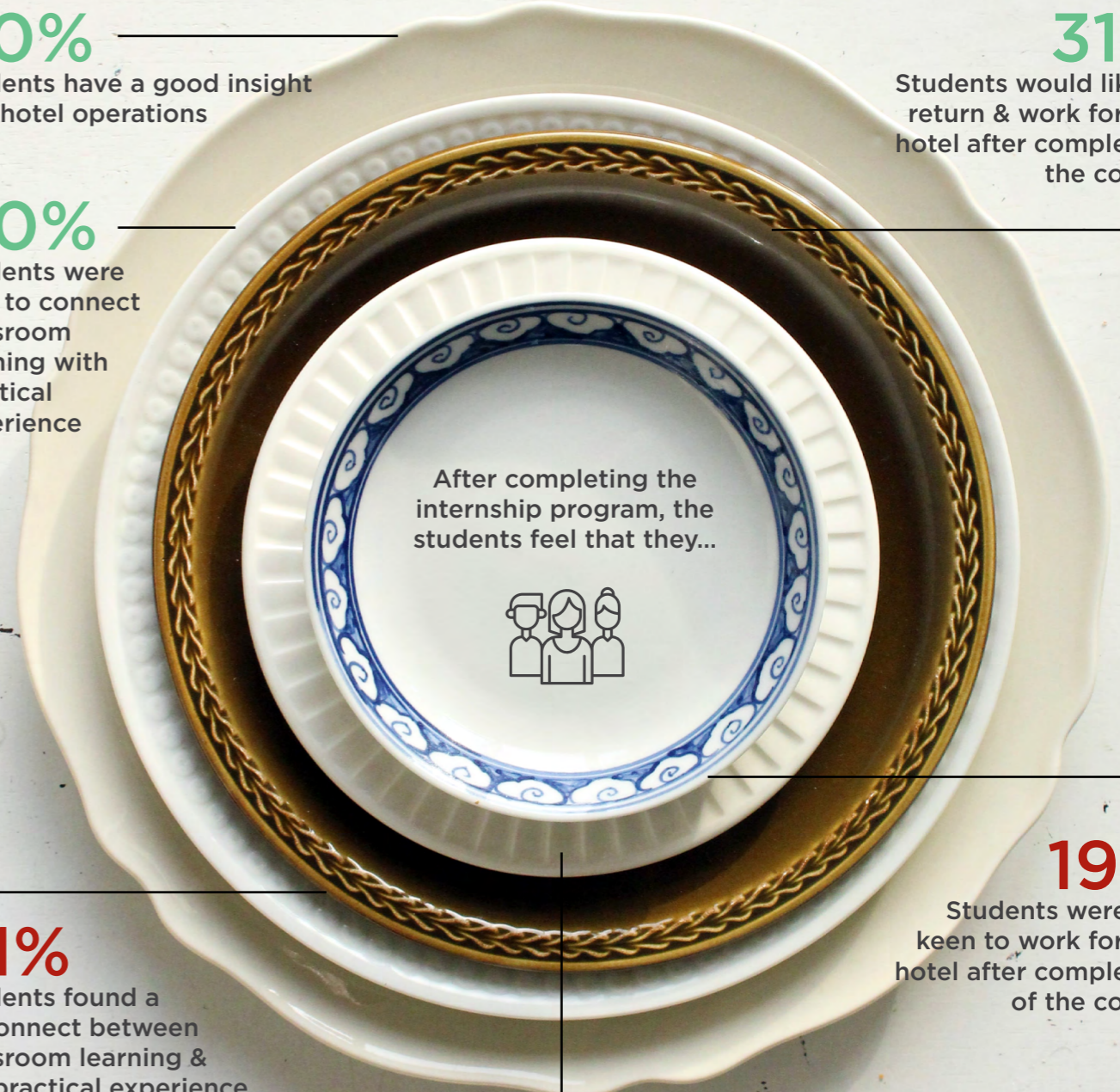


Internships provide a wide range of valuable, hands-on experience to students across the different departments

80% Students have a good insight into hotel operations

31% Students would like to return & work for this hotel after completing the course

40% Students were able to connect classroom learning with practical experience

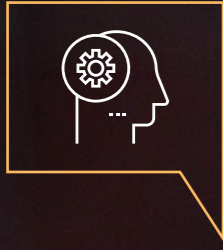
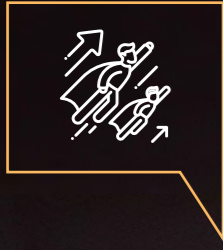


31% Students found a disconnect between classroom learning & the practical experience

19% Students were not keen to work for this hotel after completion of the course

23% Students were not keen to work in hotels & will look for alternate employment opportunities outside this sector

* Percentage of students who chose each option
The students could choose more than one option



What went well during the internship?

Prepares them for the future

Students felt that the internship prepared them for their journey in the hospitality world, by giving them an effective practical experience. They are more aware of what to expect, including the challenges that they would face when they officially join the hotel industry. It provided them with a holistic perspective of the various departments and the day-to-day operations at a hotel.

Detailed orientation

Students felt that a detailed orientation conducted at the beginning of the internship gave them a good direction.

Adequate support from leaders/other team members

Employees in the department were supportive and gave meaningful work, treating the Interns with dignity and respect. The work culture was good and conducive.

Regular feedback

The internship was fruitful due to the regular feedbacks that the interns received from their mentors. Weekly/fortnightly meetings helped them to engage with their mentors, who were able to address their grievances in an effective way. The leadership team also engaged with them and treated them equally and with dignity.

What did not go well during the internship?

Being treated as cheap labour

Some students felt that the industry treated them as cheap labour by allocating them menial tasks. As a result, students were not able to link the theoretical knowledge taught in college and its practical implementation. They felt that they did not receive any insights on managerial and supervisory functions. There was no focus on individual interest and development. Responsibility and accountability were limited, so the work given was not fulfilling.

Longer work hours

The schedules were not implemented fairly, and the interns were made to work more than 12 hours in a day. They felt that they were underpaid.

Lack of exposure to all departments

There was unequal distribution of the departments, some interns were allotted only BOTH departments. They were not exposed to FOTH departments and functional areas at all.

Minimal interaction with heads

The HR/Training department had minimal interaction with the interns during training. Limited involvement and engagement by the senior leadership team.

Unequal treatment & discrimination

Some felt that discrimination towards women interns made them feel that the industry is unsafe for women.



Insights from Academia Interviews

We conducted interviews with the principals of the institutes who participated in the survey to understand their perspective. Most principals feel that the interaction between industry and colleges has improved over the last few years.

Transparency and openness have increased, and the feedback given by the departments post internship is taken seriously by the institutes as it forms an integral part of their assessment process. However, they feel that a lot still needs to be improved.

Only half of the students join the hotels sector

The principals feel that only 50% of their students join the hotel sector post completing their course, while the rest join other services sectors such as online travel agencies (OTAs), airlines, luxury and standalone restaurant chains, retail and even ecommerce, as they offer higher pay scale and accelerated growth paths.

Students are nowadays drawn to companies like Zomato, Swiggy, McDonalds and other quick service restaurants (QSRs) due to higher compensation packages, conducive working hours and faster career and growth trajectories.

Smaller properties provide more exposure

As per the principals, smaller properties invest more time with the Interns, providing them more exposure and responsibility even on the client facing side. On the other hand, the larger chains usually give interns menial assignments and no exposure in FOTH.

The interns are mostly given exposure only in the back of the house production departments. Larger properties sometimes may not conduct a proper orientation of interns and send them to BOTH straight away.

Perception vs reality

The principals feel that there is a huge gap between the student's perception, the industry's perception, and the reality. Students go into the internship with high hopes of getting industry exposure which will help them take long-term career decisions. However, when the actual internship begins, they are thrown off-guard. Meanwhile, the industry expectations from the students are also not met as they are ill-equipped to put their theoretical knowledge to practical use.

Some principals feel that the students get disappointed once reality strikes them and their dreamworld of an extended vacation gets shattered. Only 30% of the students are focused and ready to face hardships.

Some other **challenges** faced by the institutes

Unstructured internship programs

While most hotels welcome the students and conduct a proper orientation programme, there is a lack of consistency across the industry. There are hotels where even an orientation is not conducted to enable the students to understand the organization and the expectations from them during the internship.

Lack of exposure to students across departments and functions

The management is hesitant in assigning the interns FOTH departments. Instead the interns are given monotonous and non-productive assignments. Job rotation at the units is very lopsided and not done in a systematic and balanced way.

Lack of regular feedback

Due to the limited interaction between the institute and the leadership team during the internship period, the students are not given regular timely feedback. The senior leadership and line managers do not invest time with the interns in giving them creative inputs and insights. One-on-one sessions are not provided to the interns to help them realize how to bridge the gap between theoretical and practical knowledge.

Female trainees were not treated with respect

Female trainees were not treated with respect especially in the kitchen departments. Women in general still feel that the bias and prejudice prevalent in the Indian society trickles down to the hotel corridors, making internship even harder for them.

Some of the **best practices** followed by institutes

Logbooks & daily reports

Logbooks are provided to the students before they start their internship, and these logbooks need to be filled by the intern's supervisors on a daily basis.

Colleges have a structured system in place

Colleges are in regular touch with the L&D heads and touch base at every stage such as feedback, training schedules and grievances. The college faculty pays surprise visits to students while they are interning at the hotels.

A pre-orientation session is organized for the students to give them a download of the industry norms, culture, and trends. Virtual sessions by the alumina are organized by the college for the students. The institute is instrumental in forming good connections with the industry by sending them appreciation and thank you notes post internship.

Insights from Industry Interviews

We conducted in-depth interviews with the L&D and HR heads of several leading hotels in the country to understand their perspective. The industry experts unanimously agree that the attitude towards the interns has shown a marked improvement over the years. Organizations across the board have embraced internship as necessary to expose the students to the world of guest service.

Best practices followed by the industry

Hotel organizations have developed robust training manuals for the interns which include interns having a straight-line reporting to L&D team at the hotel, allowing an open-door policy when direct communication with leadership is necessary.

Interns are given in-depth orientation of the hotel before they start their training.

Most organizations have developed observation guidelines, schedules, feedback and grievance addressal systems, performance evaluation systems, reward schemes and stipend processes for interns, which are diligently followed.

Interns are considered part of the team and are provided similar benefits of hours of work, days off, dining and medical benefits.



Challenges faced by the industry

Curriculum has not evolved over the years

Industry experts strongly believe that the hotel management institutes have not kept up with the times. The changes taking place in the hospitality industry are quite rapid while the institute curriculum has not seen much change over the past several years. The industry experts/alumni are not part of the syllabus committee to suggest current trends and changes happening within the industry. Overall, there is a lack of collaboration between the industry and the institutes.

Faculty lacks industry experience

They feel that most of the faculty has little or no exposure to the industry or the changes in the industry. Teaching in the institutes is not considered as a preferred career choice by many hospitality professionals and this affects the quality of talent that is churned out. Many experts feel that the institutes are not able to challenge the brighter students and are not able to keep them focused and engaged in the long run.

Poor infrastructure at institutes impacts the education standards

The institutes are poorly funded and lack technological upgrades and digitization. Poor library facilities and lack of access to the latest books, documentaries, intelligence, and financial reports are reasons for the lack of institute's ability to update the students.

Senior leadership's inability to invest time with interns

The industry experts believe that the senior leadership teams are unfortunately unable to invest time with the interns during the training period to mentor them and give them an exposure to the changing trends and technologies in the industry.

Millennial students lack passion for the sector

Many industry experts believe that choices and perceived greater opportunity have created the lack of passion amongst the students towards hospitality as a career choice.



The Debate between Perception vs Reality

Our discussions with the academia and industry experts prove our initial hypothesis that the percentage of students joining back the hotel industry has been decreasing over the years. In our opinion this is mainly because of a significant gap between the students as well as industry's 'perception' vs the 'reality'.

The profile of students has changed over the years as have the career aspirations, with the over-reaching exposure of social media and the digital world, students are far more aware and better networked. They are keen to get a more holistic orientation to the business and not mere skills training which is where the disconnect between the students and the industry is, as industry has not fully evolved their internship programs to meet these aspirations.

REALITY

PERCEPTION



From the student's perspective

The trainees join the institute with a very rosy picture in mind which is all about glitz, glamour, sophistication and fun but when they join the unit the reality is manifested to them in a very harsh and unempathetic manner.

The young interns have a glamorous perception of the luxurious world of hotels. However, the reality of the hotels sector - long hours and the physically-tiring job profile - soon make the interns lose their rose-tinted glasses. This reality-check is often augmented by the perception that the assignments are not 'intellectually stimulating' like a 'regular' job, making a career in the hospitality sector less attractive for the millennials. They lose interest faster and begin to look outwards.

Constant pay packet comparison with similar levels in other industries especially at the starting level often leads young students to opt for other services related industries such as (ecommerce, retail, healthcare, real estate and even the ITES/BPM* industry) as their starting salaries are much higher than hospitality industry.

*Information Technology enabled Services/Business Process Management



From the industry's perspective

The industry is expecting to receive students who are eager to learn and showcase their skills during their internship period. However, they realize that most of the students that join as interns have little or no practical knowledge of the industry. They feel some of them don't even know if they want a career in the hospitality sector.

Adding to the industry's woes is the fact that the curriculum are outdated and not in sync with the current industry trends and practices.

Moreover, the industry believes that the sector is infamous for have long work hours which makes hospitality jobs less attractive. But in their opinion the working hours are similar to several other industries.

Experts feel the students lose their mojo faster due to the lack of ability of the institutes to prepare the students for the industry and give them a reality check on the physical nature of work, lack of glamour vis-à-vis intensely guest-focussed work environment, instil passion and hard work rather than completion of shift timing, develop complete service-oriented devotion in students rather than lip servicing through a focussed and detailed amalgamation of theory and practice.

Recommendations

Internship needs to be seen as an important step towards growing the talent pool and increasing the supply of skilled professionals for the industry which has huge expansion plans. All the stakeholders need to understand the necessity of growing the talent pool or else the hiring cost will increase exponentially putting a burden on the profitability of the hotels.



- 1 Have a realistic view and connect with the alumni to understand the nuances of working in the hospitality sector.
- 2 Have a more open communication with their respective faculty before the internship to get a clear picture of the industry and the nature of hardships they may have to face.
- 3 Establish a good rapport with the L&D head/HR head at the unit and keep updating them from time to time about their experience at the shop floor. They should not hesitate to raise their concerns to the HR head if they are being harassed at the shop floors.
- 4 The female interns should be aware of the POSH Act so that they can raise any kind of concerns they are facing at the unit.
- 5 The students should make efforts to voluntarily engage in more meaningful tasks at the shop floor and seek higher responsibility by proving their ability.



Catch them young, groom them and show them the way is the mantra that the industry needs to believe in and abide by. The hospitality sector has done very little to excite newcomers to the business. The rich variety of learning in hotels and the exciting exposure to a 'live' 24X7 environment with frequent adrenaline rushes are grossly underplayed.



According to our analysis, there is a strong need to make the industry more attractive and lucrative for the younger generation. Catch them young, groom them and show them the way is the mantra that the industry needs to believe in and abide by.

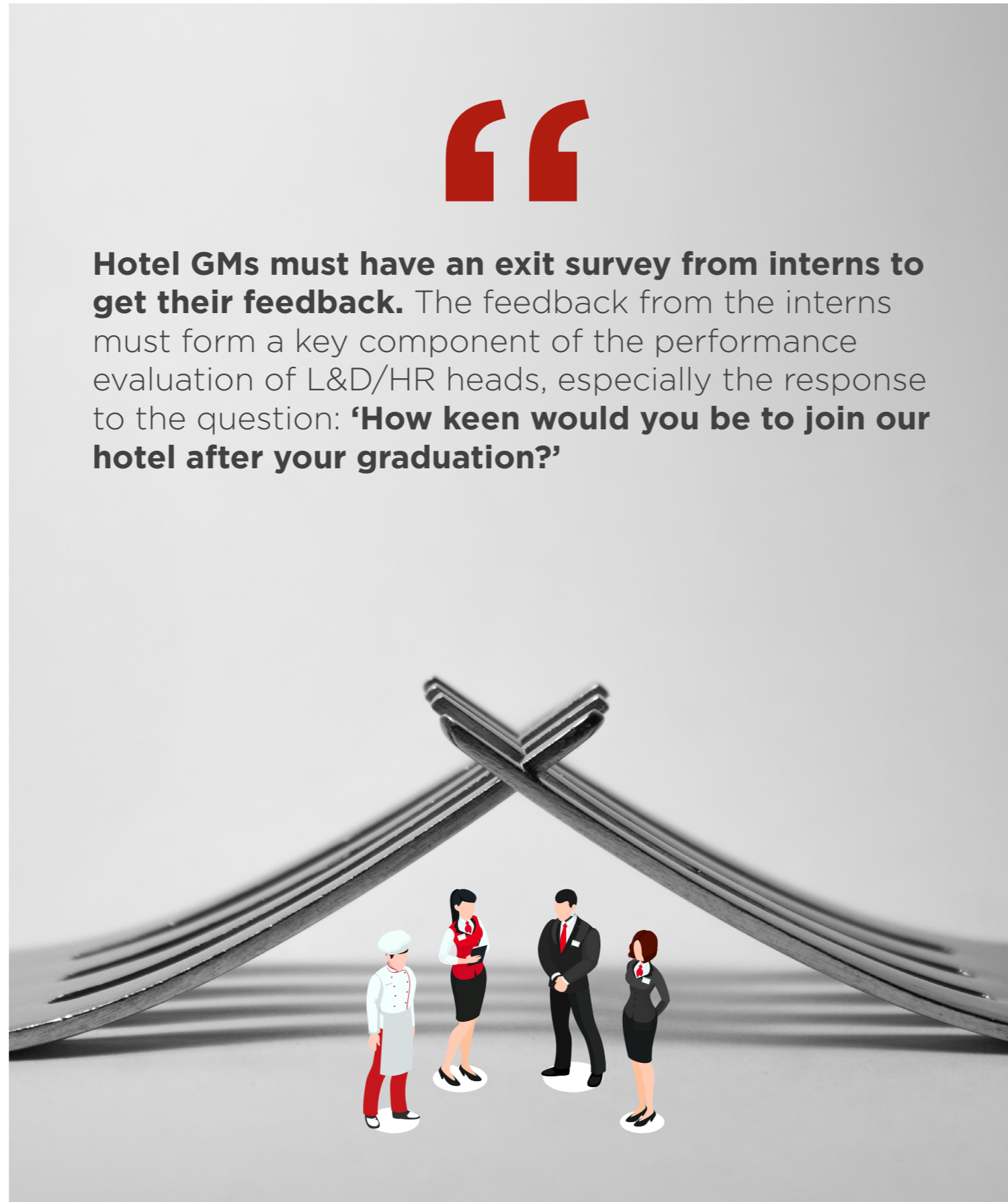
With the changes brought about by the new world businesses such as Google, Facebook and the likes, work environments and the work places have seen a drastic evolution over the last few years as these businesses set out to attract the millennials. Hotels have, on the other hand, been slow to change and the difference between guest areas in a hotel and the employee areas can often be rather stark.

The industry has not changed its age-old narrative of a career in hotel operations being very long hours and hard work, almost as a constant warning to aspiring youngsters looking for a hospitality career. While this may well be true, it is not any different in any other sector, except that the other sectors have created the perception of 'fun' and exciting workplaces. The hospitality sector has done very little to excite newcomers to the business.

The rich variety of learning in hotels and the exciting exposure to a 'live' 24X7 environment with frequent adrenaline rushes are grossly underplayed. The career growth opportunities of becoming a General Manager, the most coveted job, in your early 30s is not a very well-known fact. The fascinating story around a truly great career opportunity is something that the industry has not made any efforts to develop allowing other sectors to take the lead and form a more favourable option.

The hospitality sector has also not been able to get rid of the common perception of being poorly compensated career. While starting salaries are often lower than other sectors hiring hospitality graduates, the sector plays catch-up quickly and offers a job description that does not bound you to a desk inside an office floor. Besides there are several industry specific benefits that do not get captured in the compensation package.

- 1 There is a greater need for the industry leaders to contemplate investing time with the interns and inspire them to consider this as a superb career opportunity. Leaders should cascade this effect downwards wherein managers and supervisors give due importance towards building the future talent pool.
- 2 Industry managers need to empower the interns and train them for guest interactions, giving them the confidence to face guests and make them more service oriented in their mindset rather than doing only backend mundane work which tends to clog their mind against the hotels as a great career option.
- 3 Leading by example and briefing the supervisors regarding various guidelines, code of conduct, behavioural and disciplinary norms while dealing with the interns can smoothen the entire internship experience for them.
- 4 Job description (JD) cards/SOP's/ manuals must be created by L&D head for the Interns in which there should be a provision for more meaningful and responsible duties. These JD cards should be handed over to the interns when they start their training as compulsory across the board.
- 5 A mentor is advised to be assigned to every student who would be his/her point of contact during the internship period. The mentor would be an additional guide other than L&D head to personally focus on the intern's learning experience.



- 6 L&D heads should make sure that the interns should be made a part of all the employee engagement activities/ events at the unit. There should be an intern of the month/intern of the department certificate/appreciation given to them. The industry should have regular touchpoints & interface with the institutes during and post the internship.
- 7 The L&D heads should keep organizing sessions for the interns on a fortnightly basis to give them insights of the latest technology/practices and trends in the hotel industry.
- 8 Hotel organizations need to look inward and revise and relook job profiles. Job analysis will lead to better job quality leading to greater job satisfaction and higher engagement levels. The need is also to engage the younger generation joining the industry by empowering them, giving fair opportunity, and showing transparency. Once empowered and upskilled they will have faster opportunity for growth and lead to lower attrition rates.
- 9 Mindset and priority shift in the industry leaders, especially the young emerging leaders, to create collective solution for the lack of skilled professionals in the growing hospitality industry is required.
- 10 Hotel GMs must have an exit survey from interns to get their feedback. The feedback from the interns must form a key component of the performance evaluation of L&D/HR heads, especially the response to the question: 'How keen would you be to join our hotel after your graduation?'



The most important aspect that institutes need to work on is the mind frame of the students when it comes to their attitude towards the hotel industry. They have a very rosy and idealistic picture of the hotel industry and feel it is all about glitz and glamour.

As a result, when they enter the hospitality world during internships, they are unable to cope up and face the challenges. Academia needs to bridge this gap of perception and reality by providing realistic picture, working in conjunction with the industry experts.

- 1 There needs to be synergy between the hotel organizations and institutes to bring agility in the syllabus of the institutes. This can be achieved by inviting alumni or industry leaders or even shop floor managers to conduct regular interactive sessions for the students.
- 2 A central body must be formed to take care of the creation of syllabus along with inputs from the industry and the syllabus then can be adopted by all hotel institutes irrespective of their affiliation. The colleges should redesign their curriculum in accordance with the new norms, technologies and best practices currently adopted by the industry.
- 3 Greater focus on certain subjects like management and human relations to be added into the curriculum as most graduates lack them. Other gaps in training like inadequate computer skills, cultural sensitivity, language skills also need to be addressed by the institutes.
- 4 The faculty of the management institutes should be given exposure into the industry every few years so that they remain updated with the industry standards. The industry exposure or interface needs to be increased for the faculty to help them build relationships with the industry leaders.
- 5 Government aid is needed to change the mindset and make jobs in hotel management institutes more lucrative for industry professionals to opt as a career choice.
- 6 Academia should work on the attitude of the millennials who are perceived to be looking for shortcuts and fast trajectories in their corporate life and are not willing to work long hours. Stating facts about the industry and educating the students with realistic figures will help provide them a reasonable set of expectation with regards to the industry.
- 7 Academia should not succumb under the parental pressure these days to go easy on their children and not overload them. They need to introduce orientation sessions for the parents of the students guiding them about the brighter opportunity and future of their children in the industry, at the same time explaining the pressures associated within the industry for greater clarity of the parents who in turn will provide the right support and encouragement to the students.

Every institute should have a pre-orientation program for the students before the internship starts wherein, they call industry experts and college alumni giving them insights of the reality and challenges they would be facing during this journey. **It is essential to condition their mind in accordance with the reality and not a fairy-tale or glamorous movie.**



- 8 Open communication and more interface between the institute and L&D head of the units before, during and post the internship.
- 9 The SPOC/placement head/principal at the institute should have a detailed discussion about the student's profile, objective and purpose behind the internship, guidelines, internship schedule, distribution of departments, job responsibilities etc. with the L&D teams at the respective units where the students will undergo internship.
- 10 Every institute should have a pre-orientation program for the students before the internship starts wherein, they call industry experts and college alumni giving them insights of the reality and challenges they would be facing during this journey. It is essential to condition their mind in accordance with the reality and not a fairy-tale or glamorous movie.
- 11 Surprise checks and walk-ins by the academia while the internship is going on. Regular and continuous feedback should be gathered by the academia/placement SPOC of the institute from the L&D heads at the unit.
- 12 Appraisals/feedback gathered by the L&D heads post the internship should be evaluated seriously by the institute and some adjustments/changes should be made
- 13 Re-introducing the ranking system of institutes by the government will incentivize the institutes to remain more agile and updated.
- 14 Last but not the least, leveraging their alumni network is highly recommended for all institutes so that they can form meaningful relations in the industry, while increasing the interactions between the industry and the students.

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