

Master of Management Innovation & Entrepreneurship (MMIE) - Innovation Projects

MMIE projects are for all types of organizations: corporations, startups, not for profits, governments, NGO's, etc. They are perfect for organizations that would like to have a talented graduate student or team of students, complete an internship of work and learning. The MMIE students come from very diverse backgrounds of undergraduate degrees and work experiences. It is a joint program between the Faculty of Engineering and Smith School of Business, Queen's University, and the students receive Faculty support from both departments as well as coaching on their projects.

Benefits for the Organization

1. **Workforce support** – Talented graduate level students, who are keen to learn and be an extra set of hands in your organization. They are keen to learn, work hard, and have new experiences in your organization.
2. **Recruiting** - Experiential internships are great recruiting / interview opportunities without the cost and time associated with typical hiring models.
3. **Research Project** – Students must complete an in-depth analysis of your organization industry (or a subset if too broad) including – micro & macro level, competitive landscape, primary interviews, trends and future view. You can request specific research questions as needed.
4. **Plan Report** – Students must complete a management consulting or new venture plan related to some aspect of your business, whether it is an internal roll out, a new product, a case study or a marketing or project related plan. A 'fresh set of eyes' with specialized training in innovation, project management & entrepreneurial leadership.

Organization Responsibilities

1. **Real, hands on work experience** – The students should work on tasks required in the organization similar to any other employee. They should be buddied with a team or employee(s) who can support them day to day and assist them when needed with routine tasks, similar to a probation period for an incoming employee.
2. **Mentorship** – A mentor in a leadership capacity who can expose the student to a number of high-level experiences, and provide direction and coaching for improvement and learning. (See Mentor info)
3. **Broad range of experiences** – The ability for a student to see a number of different aspects of the business or a project and participate in as many experiences as possible is the best for learning outcomes. (See Experience list)

Contract Agreement: Negotiated by the organization and assigned student(s)

Interns will enter in to a contract with the organization and be governed by your regular policy and procedures.

1. **Minimum** - Students must complete a minimum of 250 hours for their academic learning requirements. Details of the duration, type of additional hours, and when the internship will occur, are all negotiable with the student.
2. **Duration Negotiable** – Four, six or eight month internships starting any time after October and completed by August are the norm. The longer internships are preferred because they provide the student a better opportunity to develop skills, learn and orientate to the organization, which allows them to demonstrate their full potential.
3. **Part time or Full time hours – Negotiable**
4. **Types of Internships - Negotiable**
 - a. Volunteer / Unpaid
 - b. Blended – combination of volunteer (unpaid) and paid, in any configuration negotiated.
 - c. Fully Paid – Except International students cannot work more than 20 **PAID** hours/week.
5. As with any 'employee', if there are concerns or issues, they should be addressed with the student directly and ASAP. All issues whether resolved or not must be reported to the MMIE Project Manager. Students can be terminated from the internship at the discretion of the organization at any time, for any reason.

Project Dates:

Date	Task	Responsibility
Thurs, Sept 21, 2017	Submit Expressions of Intent – using the template provided to: JP Shearer, C: 613-888-2623, john-paul.shearer@queensu.ca	Organization
Mon, Oct 9, 2017	Provide the package of interested applicants to the 'first round' of organizations chosen by the students.	MMIE Project Manager
Oct 9 – 16, 2017	Organizations complete any steps they require to choose their top candidates – connect, review resume, Skype interview, phone call, social media review, discuss with MMIE program leadership (mini reference), etc	Organization
Mon, Oct 16, 2017	Inform MMIE Program Manager of the top 3 candidates you have chosen.	Organization
Mon, Oct 23, 2017	Organizations will be informed of the student(s) assigned.	MMIE Project Manager
Oct 23 – 31, 2017	Negotiate the internship terms – contract agreement signed (see options above)	Student & Organization
Oct 23 – 31, 2017	Surplus students and organizations connect in the 'second round' of introductions and negotiations.	Student & Organization
Nov 1, 2017	Provide MMIE Program a copy of the Contract Agreement (if extended time required, MMIE program must be informed)	Student
Jan – Aug, 2018	Internships occur as negotiated <ul style="list-style-type: none"> - Research report due in Feb (completed virtually) - Plan report due in July/Aug - Other Deliverables TBD 	Student work. Organization Mentor & Feedback

Organization Mentor Role:

The organization will provide a Mentor who will be responsible for the student experience and the primary contact for the MMIE Program. The role will include, but not limited to:

- Information, connections, direction, teaching and support.
- 4 to 8 hours per month, depending on the depth and breadth of the work experience.
- Provide as many learning and growth opportunities from the MMIE Experience list for the students.
- Provide the resources and a day-to-day support person for the student.
- Review the student reports and provide feedback to the student and the Project Manager.
- Complete a mini 'performance review' using your organizations tools at the end of the internship.
- Depending on the student performance and success, encourage and support them in applying to the organization or provide them references and network referrals for potential job opportunities.
- **Pat yourself on the back for a job well done - helping to shape the future of an entrepreneurial and innovative leader!**

No Guarantees

The MMIE program cannot make any guarantee on the number of students who might be interested in your organization. There may be a large number of students or none. If there no students interested at the beginning of the year, student(s) may contact you later in the year if their other project cannot proceed for a variety of reasons. MMIE is interested in building long-term relationships with companies willing to provide the opportunity for a number of years.

Internship Experience List:

The projects can have an internal or external focus, and be similar to a management consulting or a new venture project. The MMIE students specialize in corporate innovation, project management, entrepreneur and innovation eco-systems, and startup and scale up skills, tools and capability. The internship is a critical portion of their practical, experiential learning for the program.

The best internships expose the students to a wealth of experiences that fit with our MMIE program Learning Outcomes. Depending on the student's ability, experience and capability, the type of exposure to an experience(s) may vary:

- Direct work experience - they complete the activity themselves or as part of a team.
- A professional education or learning opportunity within the organization,
- By assisting someone or a team, and / or
- Accompanying an experienced staff member as an observer.

Having someone explain the intricacies of the experience both before and after, so the student learns some key concepts about the activity are always very helpful. Giving the student an opportunity to discuss and provide input to meetings, decisions and experiences allows them to contribute to the organization and learn from the responses, whether favorable or not.

We hope you can provide a valuable experience in at least three of the following MMIE Learning Outcomes:

Innovation Process - from ideation to launch and scale up:

Problem identification	User Experience (UX) Design	Research – all aspects
Design Thinking Processes	Market Validation Techniques	Lean Implementation models
Analyze & Cull ideas	Behavioral insights & personas	Prototyping & Minimum Viable Prod.
Experiments & Hypothesis testing	Systems Modelling & Analysis	Solution Development

Strategy, Leadership & Team work:

Co-creation and Collaboration	Decision making within ambiguity	Strategic Planning & Positioning
Leadership opportunities	Communication: written & verbal	Team work opportunities
Networking & Relationship Mgmt	Ethical and social responsibility	New markets, users, partners, etc

Sales & Marketing:

Marketing Strategy & Branding	SEO & Digital campaigns	Crowdsourcing, funding & sharing
Sales – B2B, B2C, cold calls, etc	Customer service, reviews & PR	Traditional marketing & selling
Content development: multi-modal	Online presence management	Influence & Brand management

Operations, Technology, Finance & Project Management:

Project Mgmt Process & Planning	Financial Analysis	Intellectual Property Mgmt
Evaluation & Measurement	Data analysis & analytics	Due diligence – projects & companies
Proposal or Grant Writing	Procurement & Supplier Mgmt	Process Mgmt – raw to finished
Internal process improvement	Technical specs & Mgmt	HR, Facilities & Operations Mgmt

MMIE Program Contacts:

MMIE Project Manager: JP Shearer, C: 613-888-2623, john-paul.shearer@queensu.ca

MMIE Program Manager: Allison Bright, O: 613-449-9105, brighta@queensu.ca

MMIE Director: Shari Hughson, O: 613.533.3175 C: 613-217-7162, s.hughson@queensu.ca

Program information: ssb.ca/mmie