1. **INSTRUCTOR:** William W. Sannwald  
   E-mail: sannwald@mail.sdsu.edu  
   Voice Messages: Mgt. Office 619.594.5317 (emergencies)  
   Appointments: Please schedule appointments via email  
   Office: SSE 3409

2. **PREREQUISITES:** Completion of MBA Core: currently employed or engaging in Business Internship.

3. **COURSE OVERVIEW & MBA LEARNING GOALS**

This course provides opportunities for students to integrate their academic work in the MBA Program with experience in the community, which is a key objective for the College of Business Administration. To achieve this objective, students will undertake a significant “learning experience” with an organization and then prepare an Integrative Analysis Report on their experience. Most learning will occur outside of the classroom, and only a few class sessions are scheduled to focus on adding value to your learning experience and paper. The course requires 135 hours of effort at the organization and fulfilling course requirements.

**MBA Program Goals**

MBA students will graduate with:

- A solid foundation in theoretical concepts and managerial skills needed to lead business organizations.
- The ability to analyze environments in which managers make and implement business decisions.
- The skills to formulate, communicate, and coordinate strategies to solve business problems and pursue opportunities.

BA 780 contributes to these goals through its student learning outcomes. After taking this class students should be able to:

- Plan and implement a complex project within a finite time period
- Apply management theory to organizational cultural environments
- Coordinate financial resources, materials, and machines to solve management problems
- Employ people skills to solve management problems
- Develop benchmarks to measure progress in relation to activities

4. **GRADING**

Grading will be on a Credit/No Credit basis with “B” level work (83%) required to receive credit. You are required to submit your contract in electronic format to me via an email by the date in Section 8 of the syllabus, and a paper contract and other documents for my approval and signature in class according to the syllabus schedule. Your final paper is due in class based on the syllabus calendar. All assignments must be submitted in hard copy. Email is not acceptable for any written assignments except the electronic contract. Grades will be posted on Blackboard based on:
Electronic Course Contract Submittal: 10 Points
Signed Course Contract (in office) & SDSU Service Learning Agreement 20 Points
Integrated Analysis Report 70 Points

5. COURSE ASSIGNMENTS

This class is supported by a Blackboard site (blackboard.sdsu.edu) that has the Syllabus, FAQs, and other course materials, which are incorporated into this syllabus by reference. Be sure to familiarize yourself with this material. It provides specific guidance for fulfilling course requirements and can answer many of your questions and save you time getting started. In addition, students are expected to check this Blackboard site once a week, as this is the primary means for me to communicate important information to you. If you are having problems, please communicate with me ASAP.

6. BA 780 PROCESS

6.1 Choosing your Organization: BA 780 focuses on the integration of work and learning, and requires students to have a “supervised” position with an employer. This can either be as an employee or as an intern. If you are seeking an internship, most organizations are acceptable as long as they provide a “legal” product or service for profit or not-for-profit. An internship presupposes the employer’s commitment to helping the student learn, in return for the work activities performed by the student. Students must find their own internships and you can obtain assistance from the Internship Bureau in BAM 451 (619-594-4774) or contact SDSU Career Services. Once you have established an employee or intern relationship with an employer, you will need to develop a suitable Learning Experience.

6.2 MBA Internships at Graduate Business Career Management Center

6.2.1 https://gsb-sdsu-csm.symplicity.com/students/

6.2.2 To learn more about graduate internships contact: Joylyn Darnell, Corporate Involvement Specialist: jdarnell@mail.sdsu.edu or (619) 594-6476

6.3 SDSU has two sites that may be helpful in finding an internship or aid with your internship experience. They are:

http://www-rohan.sdsu.edu/%7Ecba/ccci/internships-companies.html
http://www-rohan.sdsu.edu/%7Ecba/ccci/internships-credit.html

6.4 Developing an acceptable internship experience: There are two types of internship experiences: a project or a series of learning activities. A project requires you to provide a deliverable to your organization that adds value, and is best suited for employed students. Learning activities are best suited for internships, and require you to learn significant business processes. Specific details for each type of learning experience are provided below. Regardless of which type of internship experience you pursue, it must require you to apply high levels of cognitive processes in a business setting, such as applying what you have
learned in school analyzing and evaluating the effectiveness of these applications. Routine tasks, such as data entry or clerical work, do not meet this high level of cognitive processes and are not acceptable. Your supervisor’s active involvement is crucial to your defining your learning experience. Your supervisor must agree to support your learning experience and later provide an evaluation of your accomplishments. Managers are always concerned with how to reduce costs, increase revenues, improve processes, or improve the quality of their product or service. Internship experiences that focus on these areas would most likely be acceptable. Regardless of the type of internship experience you pursue, you must meet the following requirements:

- **You must complete ALL activities and actions (Project) or ALL learning objectives (Learning Activity) included in your Course Contract** signed by you, your supervisor, and the instructor. **Deviation** from this agreement without approval of the instructor is not acceptable and will earn you a grade of **No Credit**. The agreement constitutes an acceptable level of effort for the granting of three units of academic credit and any reduction of this level of effort will cause you to fall short of the expectations of the course. If any activity, action, or learning objective becomes untenable for reasons beyond your control, you will have to develop a new activity, action, or learning objective of equivalent level of effort and have the instructor and supervisor agree to this revised effort.

- **You must include in your paper as an appendix a Supervisor’s Evaluation.** This evaluation must be on an **official company letterhead and signed by the supervisor.** This evaluation must: 1) indicate the total number of hours you worked, 2) provide an assessment of your satisfactory completion of Course Contract requirements, and 3) any other comments the supervisor deems appropriate to indicate the level and quality of your efforts. No credit can be received in BA 780 if the instructor does not receive this signed evaluation with the correct information on company letterhead.

### 6.5 Specific requirements for each type of internship experience:

- **Project Contract:** You must accomplish something that “adds value” to the organization and requires significant effort above and beyond your “routine” tasks. Projects involve solving business problems and providing a deliverable to the organization as proof of completion and value added. This option may be best for employed students. The student and supervisor draw up this contract in writing, and the student and supervisor must first sign it, and then the professor will evaluate it to ensure it meets class requirements. Please ensure your name is also printed at the signature line of the contract. Consult with your supervisor for approval, input and support. Most supervisors have many projects on their To-Do lists. Include the following in this Project Contract:
  - Type your name in the upper right corner of your paper!
• Provide a brief description of your organization, what it does, and your role.
• Give a clear project description of what you will accomplish, why, and what deliverables you will provide to your organization.
• Develop specific activities and actions you will accomplish to complete your project and specify target dates for completing each activity and action. Target dates must occur before your final paper is due. Also describe the evidence you will provide to prove your success on each activity and action. You must be able to prove you have completed each activity and action.
• An explanation of how this project will add value to the organization. The value must be measurable and verifiable and lead to improvements in the organization. Consider near-term value added (within time frame of class) and long-term value added. You will be held accountable for the near-term value added in your final report. Be sure that you can implement something and obtain results that can verify this near-term value added.
• A clear statement of the evidence you will provide to prove your project added the value stated. You must be able to prove you have added this value.

6.5.2 Learning Activity Contract: You must undertake at least five specific learning objectives that are appropriate in content, rigor, and level of difficulty suitable for upper division credit. This should involve learning “significant” business processes. It does not include learning routine tasks. You must provide proof of your learning. This option may be best for interns. The student and supervisor draw up this contract in writing, and the student and supervisor must first sign it, and then the professor will evaluate it to ensure it meets class requirements. Please ensure your name is also printed at the signature line of the contract. Your learning activity must be substantial and challenging. We expect you to learn something about how your organization functions and how to manage it. The key question is whether this learning is at a level of difficulty and appropriateness for an upper division business major. You should consult with your supervisor for approval, input and support of the learning objectives you set for the semester. Include the following in your Learning Activity Contract:

- Type your name in the upper right corner of your contract
- Provide a brief description of your organization, what it does, and your role.
- Provide at least five specific Learning Objectives that state:
  - What you will learn.
  - When (target timelines). Target dates must occur before your final paper is due.
  - A clear statement of the evidence you will provide to prove your success in learning what you state in each objective and in results
attained. You must be able to prove you have learned what your objectives state

7. SDSU SERVICE LEARNING AGREEMENT

In June 2010, with collaboration from various colleges, the Agreement form for Field Experience or Service Learning Agreements (SLA) was revised. This updated form was developed to maintain coverage for students and the university, streamline the document format, and meet the needs for both the faculty and university. Any time a student is engaged in an off-campus service learning experience in conjunction with a course for credit, a service learning agreement is needed in order to protect the student and the university. The California State University System requires that all organizations that provide an internship experience to SDSU students must execute a Service Level Agreement with San Diego State University. The following forms are to be completed by the organization hosting the internship, and must be on file with SDSU before an internship can begin. These forms are required when executing the Service Learning Agreement:

- Service Learning Agreement [DOC]
- Learning Activity Sites Questionnaire [DOC] (maintained by department) If the Learning Activity Site is new to the university then they must also complete the following multi-purpose form for placement into our database.
- http://bfa.sdsu.edu/prosrvcs/pdf/PayeeDataRec.pdf (maintained by C&PM)
- Inter-Departmental Service Learning Agreement [DOC] This form is required when executing Service Learning Agreements for “on campus” learning experiences for academic credit.

These forms and an explanation of the Student Field Experience or Service Learning Agreements Program may be found at the SDSU Business and Financial Affairs site at: http://bfa.sdsu.edu/prosrvcs/servlearning.htm

HOWEVER, if your organization has already completed the above forms for another intern, you do not have to complete them. To determine if your organization has completed the forms and is on the Master List go to: http://bfa.sdsu.edu/prosrvcs/pdf/SLAMasterList.xls

8. Electronic Contract Submission: Please submit your contract to me as a MSW document attached to an email before the date listed in the course syllabus. Follow the format above for either a project or learning activity, and include in the title line: Last name, BA 780. By submitting an electronic contract you avoid a class session and I have more time to review your contract. I will only sign contracts in class that I have reviewed.
9. Integrated Analysis Guidelines. Report Content Order:

- Title page (See Sample Report Formats).
- Text of report (in five major sections as defined below)
  1. Purpose
  2. Project Accomplishments or Learning Experience Discussion
  3. Concept Integration and Application (apply 3 management theories that relate to your project or learning activity)
  4. Personal Reflection
  5. Conclusion
- Appendices (properly labeled as “letters” and referenced in your report in order of discussion, except Appendix A and B as defined below):
  A. Appendix A MUST BE your finalized Course Contract (that was signed by the instructor) as well as the SDSU Waiver and original Employer Agreement Letter.
  B. Appendix B MUST BE the “SIGNED” Supervisor’s evaluation letter on company letterhead (indicating number of hours worked, assessment of the quality of your performance on each of the tasks reflected in your signed Course Contract, and comments regarding your contributions and interpersonal skills).
  C. Supporting material for first completed project activity or learning objective (Proof).
  D. Supporting material for second completed project activity or learning objective (Proof).
  E. Other appendices and information as needed to support other completed project activities or learning objectives stipulated in your Course Contract. You may have as many appendices as you need, but please make sure they all are labeled and tabbed.
  F. California Copy, Kinko’s and other stores will spiral bind and add tabs to your report for less than $20.

Full explanations of the above and sample Integrated Analysis Reports from previous semesters are available on Blackboard.

Final Reports must be submitted in a spiral bound binder, with labeled tabs for all of the major sections and appendices.

NOTE SPIRAL BINDING & TABS
10. **Instructor Consultation:** I am available to you through email and office hours during the semester to answer your questions. When seeking guidance from me regarding the acceptability of your proposed learning experience, you must be able to address in detail one of the two options described above. In addition, you must bring a **typed draft contract** in the established format for review.

11. **Scheduled Class Dates:**

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>05-27</td>
<td><strong>Introduction to BA 780 – The Internship Experience in SSW 2601 (The Electronic Board Room) from 5:00 – 6:00 PM</strong></td>
</tr>
</tbody>
</table>
| 2       | 06-10  | **Electronic Contracts must be submitted by this date (See Blackboard for format)**  
You will receive 10 points for your electronic contract submission. |
| 3       | 06-17  | **Documents are Signed in SSW 2601 (The Electronic Board Room) from 5:00 – 6:00 PM**  
- I will sign your contract and return it to you to include in your final paper  
- SDSU Service Learning Agreements are Signed (3 documents)  
  (1) Service Learning Agreement  
  (2) Learning Activity Sites Questionnaire  
  (3) Payee Date Record (PDR) Form 204 (**new organizations only**)  
- Review your Signed Waiver (**Download from Blackboard**)  
- Review your Signed Employer Agreement Letter (**Download from Blackboard**)  
  - You will receive **20 points** for submitting your contract and receiving approval by my signature  
  - Check Blackboard a few days after class meets to determine if your contract has been received and approved and you have received all 30 points |
| 4       | 07-29  | **Optional Class Meeting - Office – SSE 3409 from 5:00 – 6:30 PM**  
- Class meeting at our regular class time to discuss issues and problems you may be having with your paper.  
- **If you don’t have any issues or problems, you don’t have to attend.** |
| 5       | 08-05  | **Papers Due in my Office – SSE 3409 from 5:00 – 6:30 PM**  
- Submit Integrated Analysis Report **in my office at our regular class time**.  
- You will receive **70 points** for an approved paper.  
- **Late papers lose 10 points per day. No exceptions.** |
| 6       | 08-12  | **Optional Class Meeting if you want to pick up your report from 4:45 – 5:45 PM**  
- Pick up your graded report at my office or in Box outside door  
- However if you do not pick up your report, it will be recycled or trashed |