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MEMORANDUM

To: Donna E. Shalala, President

From: Richard L. Williamson
Chair, Faculty Senate

A handwritten signature in blue ink, appearing to read 'Richard L. Williamson'.

Date: October 24, 2013

Subject: Faculty Senate Legislation #2013-10(B) – School of Business Administration Proposal to Establish a New Track for the Executive MBA Programs: Miami Executive Master of Business Administration (EMBA) for the Americas

The Faculty Senate, at its October 23, 2013 meeting, voted unanimously to approve the proposed new track to the Executive MBA degree program, the Miami Executive Master of Business Administration (EMBA) for the Americas. The new track was unanimously approved by the School of Business Administration's School Council and the General Welfare Committee.

As a result of an in-depth evaluation of EMBA tracks, including the market gaps, recruitment, curriculum, etc., it was decided that the School of Business Administration would offer an EMBA track aimed at senior executives primarily from Florida and Latin America, who want to further their business acumen and enhance their understanding of conducting business in the Americas.

The proposal is enclosed for your reference.

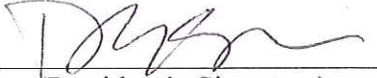
This legislation is now forwarded to you for your action.

RLW/am

Enclosure

cc: Thomas LeBlanc, Executive Vice President and Provost
Eugene Anderson, Dean, School of Business Administration
M. Brian Blake, Dean, Graduate School
Anuj Mehrotra, Vice Dean, Graduate Business Programs, SBA

CAPSULE: Faculty Senate Legislation #2013-10(B) – School of Business Administration
Proposal to Establish a New Track for the Executive MBA Programs: Miami
Executive Master of Business Administration (EMBA) for the Americas

APPROVED:  DATE: 12/9/13
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: DEAN ANDERSON

EFFECTIVE DATE OF LEGISLATION: IMMEDIATELY
(if other than June 1 next following)

NOT APPROVED AND REFERRED TO: _____

REMARKS (IF NOT APPROVED): _____

UNIVERSITY OF MIAMI
SCHOOL of BUSINESS
ADMINISTRATION



MEMORANDUM

TO: General Welfare Committee
Faculty Senate

FROM: Anuj Mehrotra, Vice Dean Graduate Business Programs

CC: Eugene Anderson, Dean

Subject: EMBA for the Americas Track

Date: October 7, 2013

A handwritten signature in black ink, appearing to read 'Anuj Mehrotra', written over a large, stylized letter 'A'.

In its effort to continuously strengthen its portfolio of programs, the School of Business Administration is proposing an additional track to our EMBA program entitled: "The Miami EMBA for the Americas". The Office of Planning, Institutional Research and Assessment has advised that we provide relevant information on this EMBA track in order to comply with appropriate SACS accreditation procedures. We are therefore submitting this information to PIRA as well.

The proposal for this new track was discussed and unanimously supported by the School of Business Administration's School Council on April 29th, 2013. It has also been discussed with the Dean of the Graduate School and is on agenda of the Graduate Council meeting scheduled for November 6th for notification.

Please find attached the letters of support from the Dean of the School, as well as the Chairs of the Academic Departments of the School of Business Administration, an Executive Summary of the track including the Curriculum and the General Description of the track.

This memo is to notify the Faculty Senate of the creation of The Miami EMBA for the Americas track. Kindly inform us if any additional information is needed.

The Miami EMBA for the Americas will not require the hiring of new faculty. Any new staffing needs will be analyzed at the end of FY2013 in the context of all Graduate Business needs at that time.

The Miami EMBA for the Americas Executive Summary

Overview

The School of Business Administration has been offering a Master of Business Administration Program for Executives since 1973. The School of Business Administration has also offered different tracks of the EMBA such as the EMBA in Health Sector Policy and Management, the EMBA Off-Campus Programs and the Global Executive MBA Program. As a result of an in-depth evaluation of the EMBA tracks, including the market gaps, recruitment, curriculum, etc., it was decided that the School of Business Administration would offer an EMBA track aimed at senior executives, primarily from Florida and Latin America, who want to further their business acumen and enhance their understanding of conducting business in the Americas. Market analysis indicates that there is demand and interest from the business community, as well as professionals in or working with Latin America for an EMBA leveraging the Miami "business crossroads" location. The format flexibility and length of the program will permit students to earn their MBA.

This track is distinguished by its focus on global business, particularly business in the Americas in a number of ways:

- By bringing together executives working in or doing business with Latin America (those from Latin America, Miami and other locations)
- By featuring current business leaders from Miami and Latin America who have enormous business experience, particularly as it pertains to the Americas.
- By delivering classes in the international gateway city of Miami, which uniquely represents the business hub for the Americas - this new program incorporates Miami into the MBA experience.

Degree requirements:

Like our other EMBA tracks, the EMBA for the Americas is lock-step in nature. Students progress together through a sequential pattern of courses. The students will obtain their MBA after the successful completion of 45 credits over an 18 month period.

Broad Approach to Focus Areas and Scheduling:

1. There are four focus areas -- Global Strategy and Execution; Managing Global Operations and Decision Making; Global Multi-Cultural Leadership; and Entrepreneurship, Innovation and Technology.
2. There are nine, on-campus sessions: seven three-day residencies are bookended with two week-long residencies.
3. The program begins and ends with a week-long session on campus (tentatively: August 2014; and December 2015).
4. In between are nine, three-day (Friday-Sunday) sessions (occurring every 8 weeks), as follows:
 - Global Strategy and Execution (which includes functional business areas such as Marketing, Finance, Accounting, etc.)

- Global Institutions and Economic Environment
- Global Strategic Marketing
- Financing, Measuring and Reporting Enterprise Performance
- Optimizing Human Capital
- Business Analytics
- High Performance Leadership
- Enhancing Global Operations
- Decision-making in a Global Environment
- Entrepreneurship, Innovation and Technology

Pedagogical Focus:

The pedagogical focus guides strategic decision based on the data produced by participants' firms and public data. That is, the program's focus is on using extant data to make better decisions, rather than on the processes of data collection and reporting. Therefore, each section uses a case or an exercise so that the participants experience the data-based decision making process.

The target enrollment for the EMBA for the Americas track is 25 to 35 students entering every August. The track will be taught on our main campus in Coral Gables, Florida and have a hybrid element aiming at providing the Business Fundamentals during the Inter-residencies. These are directly related to the Course in the corresponding Residency.

The Miami EMBA for the Americas Proposed Approach and Module Description

Pedagogical Focus:

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Broad Approach to Focus Areas and Scheduling:

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 - Global Strategy and Execution (which includes functional business areas such as Marketing, Finance, Accounting, etc.)
 - Managing Global Operations and Decision Making
 - Global Multi-Cultural Leadership
 - Entrepreneurship, Innovation and Technology

Module 1 Orientation

Day 1 and 2 (Introductions, New Beginning, Understanding Teams, and Leadership Styles)

Learning Objectives

1. Validate and reinforce participants decision to pursue the Miami EMBA for the Americas
2. Provide participants with an in-depth understanding of the program purpose, content, and process
3. Formal Introductions of key staff and themselves
4. Create a sense of affiliation among participants and with UM
5. Strong exercises to open their minds and get them enthused and changed-up
6. Craft teams and build understanding of roles, dynamics, and complexities
7. Send them away with new tools, immediately applicable to their work upon return

Time slots	Day 1	Day 2
8:00-9:00	<u>Registration</u> (Photo ID; Cane Card) and <u>Breakfast</u>	<u>Breakfast</u> Take-away from Day One discussion
9:00-9:45	<u>Formal greetings</u> -UM Video (NCAA video; orientation videos?) -Dean's greetings? <u>Introductions of:</u> -Key staff and their roles <u>Overview of MBA</u> -What is the purpose and structure of an MBA? -Traditional versus UM EMBA for the Americas <u>Overview of Week</u> -Schedule, Timing, Activities	<u>Team-based report-outs on leadership challenges</u> -Via the use of NGT group-consensus tool- -Teach NGT by applying NGT to homework topic Team-based report-outs on
9:45-10:15	<u>Who are You?</u> Self-introductions providing: -Name, title, organization -Self-identification of major professional strength -MBA expectations: Why are you here?	<u>Insights into your leadership style</u> -DISC -Myers-Briggs Personality Type Indicator -Other? (self-scoring)
10:15-10:45	<u>Exercise:</u> Participants' Role In Program Transformation	<u>Leadership styles I</u> -Any surprises? -Further test de-briefing insights & implications
10:45-11:00	Break	Break
11:00-1:00	Breaking Traditional Mindsets, Creativity and Innovation (Interactive exercises to open minds)	<u>Leadership Styles II</u> -What does your "style" mean: strengths and weaknesses
1:00-2:00	<u>Lunch Speaker:</u> "Why teams matter" Presentation/discussion	<u>Lunch Speaker:</u> "What I have learned about leadership" (CEO/executive-level alumnus) -Q&A
2:00-4:00	Understanding teams roles and dynamics -Shoe Shop exercise -Belbin self-assessment survey and exercise	<u>Leadership Styles III</u> What leadership approaches build authenticity? -Presentation and discussion
4:00-5:15	<u>Team-based discussion group homework assignment for reporting beginning of Day 2</u> (e.g., Teammates get to know each other and identify and prioritize leadership challenges encountered/anticipated in their day jobs.)	<u>Self Assessment</u> Interpreting your 360 Degree Feedback and Drafting and Action Plan for Development
5:15	Cocktail reception (Dean, key staff, day one & day two faculty, other faculty) Distribution of Cane Cards; Golf shirts, etc.	<u>VIDEO:</u> Google-based orientation to campus and adjacent areas (S. Miami, Coconut Grove, Miami Beach, Airport) looping during cocktails.

Module 2: Global Strategy

Focus: The Executive-Level Leader's Responsibility for Global Strategy and Its Execution

Learning Objectives:

1. Leading organizations into an uncertain and dynamic future
2. Creating winning competitive strategies
3. Understanding organizational structures, networking, and influencing
4. Evaluating which organizational domains to pursue

Time Slots	Day Three	Day Four	Day Five
8:00-10:00	Two Presentations by C-Suite Executives on Current Issues in the Topic Area -- All Module Faculty Attend.	Topic: Corporate Strategy Case/Exercise:	Topic: Scenario Planning (MKT) Case/Exercise:
10:00-12:00	Faculty Coordinator -- Introduces the topic. Uses cases/exercise.		
12:00-1:00	Lunch	Lunch	Lunch
1:00-3:00	Topic: Competitive Strategy (MGT) Case/Exercise:	Topic: Organizing Strategy (MGT) Case/Exercise:	Faculty Coordinator -- Summarizes the Module and Provides Projects Based on Current Module. Teaching Faculty provide class participation points to Faculty Coordinator.
3:00-5:00		Organizational Structure New Organizational Forms Networking and Influence	Prepare for Inter-Residency Project
After 5:00	Case Studies, Group work	Case Studies, Group work	Case Studies, Group work

Module 2: Global Strategy (continued)

Focus: Executive-Level Decision Making, Change Management,

1. Executive Leadership and making the right decisions the right way
2. Successful Executive Leadership demands the management of change
3. Developing Strategies for working and virtual teams
4. The UM E-MBA for the Americas remaining program objectives

Time Slots	Day Six
8:00-9:00	Breakfast and discussion of Day 5 Homework Assignment
9:00-10:30	<u>Executive-Level Decision Making:</u> <u>How do you make a decisions?</u> -The Rational/logical v. Emotional Decisions -Emotions and Reactions to Decisions -DM tools and cautions -DM and resistance to change
10:30-10:50	Break
10:50-12:00	Executives as Change Masters Managing Change: Overview
Lunch 12:00-2:00	Career Management for Executives (including a professional career coach: "Attitudes Behaviors, and Skills of Effective Executives" Presentation with Q & A)
2:00-2:20	Break
2:20-3:00	Overview of coming modules. (Learning Objectives)
3:00-5:00	<u>Virtual Teams: Learning, Managing, and Creating Online:</u> -Helicopter Exercise -Understanding IT Platforms: Benefits and Limits -Protocols and the Influence of Culture -Interim Team Projects and Technology Access

Theme: Global Strategy & Execution

Module 2: Global Strategy

Focus: The Executive-Level Leader's Responsibility for Global Strategy and its Execution

Learning Objectives:

1. Lead their organization into an uncertain and dynamic future
2. Create winning competitive strategies
3. Evaluate which domains their organization should pursue

Time Slots	Day Three	Day Four	Day Five
8:00 am to 10:00 am	Two Presentations by C-Suite Executives on Current Issues in the Topic Area -- All Module Faculty Attend.	Topic: Corporate Strategy (MGT) Case/Exercise:	Topic: Scenario Planning (MKT) Case/Exercise:
10:00 am to 12:00 noon	Faculty Coordinator -- Introduces the topic. Uses cases/exercise.		
Lunch			
1:00 pm to 3:00 pm	Topic: Competitive Strategy (MGT) Case/Exercise:	Topic: Organizing Strategy (MGT) Case/Exercise:	Faculty Coordinator -- Summarizes the Module and Provides Projects Based on Current Module. Teaching Faculty provide class participation points to Faculty Coordinator.
3:00 pm to 5:00 pm			Project Presentations, Faculty from previous module attend and provide grades to Faculty Coordinator for previous module.
After 5:00 pm	Case Studies, Group work	Case Studies, Group work	

Theme: Managing Global Operations and Decision Making
Module 3: Global Institutions, Infrastructure and Environment

Learning Objectives:

1. Develop an understanding of institutional challenges in managing decentralized multinational businesses.
2. The role of national political and regulatory institutions in affecting business strategy.
3. Managing a value chain across national borders.
4. Exploring global location strategies.
5. Managing financing and reporting functions in multinational businesses.

Time Slots	Friday	Saturday	Sunday
8:00 am to 10:00 am	Two Presentations by C-Suite Executives on Current Issues in the Topic Area – All Module Faculty Attend.	Topic: Localization Strategies (MKT) Case/Exercise:	Topic: Taxation and Transfer Pricing (ACC) Case/Exercise:
10:00 am to 12:00 noon	Faculty Coordinator -- Introduces the topic. Uses cases/exercise.		
Lunch			
1:00 pm to 3:00 pm	Topic: International Contract Law and Compliance (BSL) Case/Exercise:	Topic: Addressing Political Economy Issues (ECO) Case/Exercise:	Faculty Coordinator -- Summarizes the Module and Provides Projects Based on Current Module. Teaching Faculty provide class participation points to Faculty Coordinator.
3:00 pm to 5:00 pm			Project Presentations, Faculty from previous module attend and provide grades to Faculty Coordinator for previous module.
After 5:00 pm	Case Studies, Group work	Case Studies, Group work	

Theme: Global Strategy and Execution

Module 4: Strategic Marketing

Focus: Understand the role of marketing in value creation, capture and delivery.

Learning Objectives:

1. Understand the basic principles of marketing.
2. Understand the role of product, pricing, communication and distribution in developing marketing plans and strategies.
3. Understand how marketing principles are applied in markets.
4. Understand the process of evaluation of marketing strategies of firms.
5. Understand the Strategic Value Framework that can be used to enhance firm performance through marketing.
6. Understand and apply marketing management best practices, tools and models to implement an effective marketing and sales management system.
7. Understand the role of value creation and marketing strategies in building a sustainable competitive market advantage.
8. Develop insight into current business practices and develop tools to allow you to effectively communicate your insights.
9. Apply analytical models, techniques, and frameworks to decision-making.

Time Slots	Friday	Saturday	Sunday
8:00 am to 10:00 am	Two Presentations by C-Suite Executives on Current Issues in the Topic Area – All Module Faculty Attend.	Topic: Pricing (MKT) Case/Exercise:	Topic: Sustainability (MKT) Case/Exercise:
10:00 am to 12:00 noon	Faculty Coordinator -- Introduces the topic. Uses cases/exercise.		
Lunch			
1:00 pm to 3:00 pm	Topic: Segment Target Position (MKT) Case/Exercise:	Topic: Branding (MKT) Case/Exercise:	Faculty Coordinator -- Summarizes the Module and Provides Projects Based on Current Module. Teaching Faculty provide class participation points to Faculty Coordinator.
3:00 pm to 5:00 pm			Project Presentations, Faculty from previous module attend and provide grades to Faculty Coordinator for previous module.
After 5:00 pm	Case Studies, Group work	Case Studies, Group work	

Theme: Global Strategy and Execution
Module 5: Financing, Measuring and Reporting Enterprise Performance

Learning Objectives

1. Accessing and deploying funds in a multinational enterprise.
2. Measuring and reporting enterprise performance to stakeholders.
3. Investing and divesting across borders.
4. Managing global taxes.

Time Slots	Friday	Saturday	Sunday
8:00 am to 10:00 am	Two Presentations by C-Suite Executives on Current Issues in the Topic Area – All Module Faculty Attend.	Topic: Communicating Strategy and Segment Reporting (ACC) Case/Exercise:	Topic: Tax Strategy (ACC) Case/Exercise:
10:00 am to 12:00 noon	Faculty Coordinator -- Introduces the topic. Uses cases/exercise.		
Lunch			
1:00 pm to 3:00 pm	Topic: Capital Structure and Ownership Case/Exercise:	Topic: Real Options (FIN) Case/Exercise:	Faculty Coordinator -- Summarizes the Module and Provides Projects Based on Current Module. Teaching Faculty provide class participation points to Faculty Coordinator.
3:00 pm to 5:00 pm			Project Presentations, Faculty from previous module attend and provide grades to Faculty Coordinator for previous module.
After 5:00 pm	Case Studies, Group work	Case Studies, Group work	

Theme: Global Multi-Cultural Leadership
Module 6: Optimizing Human Capital

- Create a developmental approach to leadership and motivation
- Use performance-enhancing feedback as part of one's leadership style
- Make the ever important recruitment and hiring decisions

Time Slots	Friday	Saturday	Sunday
8:00 am to 10:00 am	Two Presentations by C-Suite Executives on Current Issues in the Topic Area – All Module Faculty Attend.	Topic: Getting the Most out of Employees: Motivation Basics Case/Exercise:	Topic: Coaching for Excellence Case/Exercise:
10:00 am to 12:00 noon	Faculty Coordinator -- Introduces the topic. Uses cases/exercise.		
Lunch			
1:00 pm to 3:00 pm	Topic: Recruiting and Selecting the Right Players Case/Exercise:	Topic: Performance Management- the Power of Communication and Feedback Case/Exercise:	Faculty Coordinator -- Summarizes the Module and Provides Projects Based on Current Module. Teaching Faculty provide class participation points to Faculty Coordinator.
3:00 pm to 5:00 pm			Project Presentations, Faculty from previous module attend and provide grades to Faculty Coordinator for previous module.
After 5:00 pm	Case Studies, Group work	Case Studies, Group work	

Theme: Global Strategy and Execution
 Module 7: Business Analytics

Learning Objectives

- 1) Learn to change the way you think about data and its role in business
- 2) Train students to turn real-world problems into mathematical and spreadsheet models and to use such models to make better managerial decisions
- 3) Examine the use of operations as a competitive weapon; to address questions related to proper process technology, determination of plant size and location, the extent of vertical integration and the continuous pursuit of productivity and quality
- 4) Present an integrated approach to distribution activities involved in getting consumer and business goods and services to the marketplace
- 5) Use data to measure outcomes, focus on prevention, reduce variation and understand problem solving tools; perform root cause analysis, lean thinking and process improvement procedures

Time Slots	Friday	Saturday	Sunday
8:00 am to 10:00 am	Two Presentations by C-Suite Executives on Current Issues in the Topic Area – All Module Faculty Attend.	Topic: Manufacturing Strategy (MGT) Case/Exercise:	Topic: Quality and Process Improvement (MAS) Case/Exercise:
10:00 am to 12:00 noon	Faculty Coordinator -- Introduces the topic. Uses cases/exercise.		
Lunch			
1:00 pm to 3:00 pm	Topic: Optimization Strategies (MAS) Case/Exercise:	Topic: Distribution Strategy (MGT) Case/Exercise:	Faculty Coordinator -- Summarizes the Module and Provides Projects Based on Current Module. Teaching Faculty provide class participation points to Faculty Coordinator.
3:00 pm to 5:00 pm			Project Presentations, Faculty from previous module attend and provide grades to Faculty Coordinator for previous module.
After 5:00 pm	Case Studies, Group work	Case Studies, Group work	

Theme: Global Multi-Cultural Leadership
Module 8: High Performance Leadership

Learning objectives

1. Develop an authentic leadership style
2. Guide successful organizational change
3. Set the foundations for building high performing teams

Time Slots	Friday	Saturday	Sunday
8:00 am to 10:00 am	Two Presentations by C-Suite Executives on Current Issues in the Topic Area -- All Module Faculty Attend.	Topic: Leadership Style Basics Case/Exercise:	Topic: Leading and Mastering the Change Process Case/Exercise:
10:00 am to 12:00 noon	Faculty Coordinator -- Introduces the topic. Uses cases/exercise.		
Lunch			
1:00 pm to 3:00 pm	Topic: Creating and Leading High Performance Teams Case/Exercise:	Topic: Developing Authentic Leadership Case/Exercise:	Faculty Coordinator -- Summarizes the Module and Provides Projects Based on Current Module. Teaching Faculty provide class participation points to Faculty Coordinator.
3:00 pm to 5:00 pm			Project Presentations, Faculty from previous module attend and provide grades to Faculty Coordinator for previous module.
After 5:00 pm	Case Studies, Group work	Case Studies, Group work	

Theme: Managing Global Operations and Decision Making

Module 9: Enhancing Global Operations

Focus: How to enhance global operations in developed and emerging markets.

Learning Objectives:

1. Understand operational excellence in global markets. Highlight the role of effective global incentives and controls, supply chains, negotiations, and service quality in effective global operations.
2. Understand distinctions in operations in national and regional/global markets.
3. Understand the role of incentives and controls in the effective global operations of firms. Understand the use of financial data to enhance operations.
4. Understand negotiations in global markets with an emphasis on informal arrangements that are prevalent in emerging markets.
5. Understand the efficient and effective design and management of global supply chains with an emphasis on overcoming impediments.
6. Understand the effect of service quality on global operations. Understand the effective and efficient design of service delivery.

Time Slots	Friday	Saturday	Sunday
8:00 am to 10:00 am	Two Presentations by C-Suite Executives on Current Issues in the Topic Area -- All Module Faculty Attend.	Topic: Negotiations (External?) Case/Exercise:	Topic: Enhancing Service Quality in Global Markets (MKT) Case/Exercise:
10:00 am to 12:00 noon	Faculty Coordinator -- Introduces the topic. Uses cases/exercise.		
Lunch			
1:00 pm to 3:00 pm	Topic: Incentives and Controls (ACC) Case/Exercise:	Topic: Global Supply Chains (MGT) Case/Exercise:	Faculty Coordinator -- Summarizes the Module and Provides Projects Based on Current Module. Teaching Faculty provide class participation points to Faculty Coordinator.
3:00 pm to 5:00 pm			Project Presentations, Faculty from previous module attend and provide grades to Faculty Coordinator for previous module.
After 5:00 pm	Case Studies, Group work	Case Studies, Group work	

Theme: Managing Global Operations and Decision Making
Module 10: Decision Making in Global Environments

Focus: Understand and manage decision-making in global markets.

Learning Objectives

1. Understand decision-making in global markets. Highlight the role of decision control and decision-making, behavioral decision-making, capital structures, and international technology decisions, in successful global operations.
2. Understand distinctions in decision-making in national and regional/global markets.
3. Understand the role of decision control and decision-making in the effective global operations of firms. Understand how to enhance this decision-making.
4. Understand behavioral decision-making in global markets with an emphasis on enhancing decision-making for effective global operations.
5. Understand capital structures in international markets and the enhance capital structure design capabilities.
6. Understand the role of technology in global operations and understand the effective and efficient design of technology platforms in global markets.

Time Slots	Friday	Saturday	Sunday
8:00 am to 10:00 am	Two Presentations by C-Suite Executives on Current Issues in the Topic Area – All Module Faculty Attend.	Topic: Behavioral Decision Making (MKT) Case/Exercise:	Topic: International Technology Decisions (CIS) Case/Exercise:
10:00 am to 12:00 noon	Faculty Coordinator -- Introduces the topic. Uses cases/exercise.		
Lunch			
1:00 pm to 3:00 pm	Topic: Decision Control and Decision-Making (ACC) Case/Exercise:	Topic: Capital Structure in International Contexts (FIN) Case/Exercise:	Faculty Coordinator -- Summarizes the Module and Provides Projects Based on Current Module. Teaching Faculty provide class participation points to Faculty Coordinator.
3:00 pm to 5:00 pm			Project Presentations, Faculty from previous module attend and provide grades to Faculty Coordinator for previous module.
After 5:00 pm	Case Studies, Group work	Case Studies, Group work	

Theme: Entrepreneurship, Innovation and & IT
Module 11: Entrepreneurship & Innovation

Learning Objectives

1. Develop an understanding of the entrepreneurship & innovation process within global context.
2. Understand the basis for the 'creative' enterprise.
3. Understand the closely held business function and how to enhance the operational effectiveness of this organizational form.
4. Understand the dynamics of venture capital sources in a global context: Government funded sourcing; Private equity; Angel funding, Corporate funding and partnering.
5. Innovation & entrepreneurship - the global legal context.

Time Slots	Friday	Saturday	Sunday
8:00 am to 10:00 am	Two Presentations by Successful Entrepreneurs on Current Issues in the Topic Area – All Module Faculty Attend.	Topic: Creativity Case/Exercise:	Topic: Venture Capital and Private Equity in the Americas (FIN) Case/Exercise:
10:00 am to 12:00 noon	Faculty Coordinator -- Introduces the topic. Uses cases/exercise.		
Lunch			
1:00 pm to 3:00 pm	Topic: Entrepreneurship & Innovation (CIS) Case/Exercise:	Topic: Entrepreneurship: the Closely Held Corporation (MGT) Case/Exercise:	Faculty Coordinator -- Summarizes the Module and Provides Projects Based on Current Module. Teaching Faculty provide class participation points to Faculty Coordinator.
3:00 pm to 5:00 pm			Project Presentations, Faculty from previous module attend and provide grades to Faculty Coordinator for previous module.
After 5:00 pm	Case Studies, Group work	Case Studies, Group work	

Grading:

The grading will be based on the following:

Projects:	60%	(Composite of Faculty Evaluations and Peer Evaluations)
Class Participation:	40%	(Composite Faculty Evaluations)

Faculty Coordinator:

Each three-day module will have a faculty coordinator. The coordinator has the following tasks:

1. Coordinate with faculty to ensure coverage and reduce duplication.
2. Introduce the topic and summarize the topic. They will bring insights to key issues. They may use a case to highlight the important issues.
3. Collect grade information from participating faculty and determine grades.

Faculty:

Each section faculty will have the following tasks:

1. Coordinate with faculty coordinator to ensure that the section meets the module's learning objectives.
2. Teach the section using cases or in-class exercise.
3. Be present at the C-suite lectures (Friday morning) and Project Presentations (subsequent Sunday afternoon).
4. Provide class participation and project grades to the faculty coordinator.

Group Project:

There will be a group project associated with every module. The projects will be based on business problems that participants' firms face. The groups will work on the project during the time between modules and meet with their project group on Thursday evening when they arrive. They will work with their groups on Friday and Saturday evenings and present to the faculty on Sunday afternoon.

External Presentations:

Each session will start with presentations from two C-suite executives that will discuss the issues that firms face in the Americas (relevant to the module topic). All faculty teaching in that module will attend the presentation and highlight issues discussed by the executives and the proposed approach to address these issues in their sections.



MEMORANDUM

TO: Richard Williamson
Chair, Faculty Senate

FROM: Eugene Anderson *E.A.*
Dean

SUBJECT: Notification of the Miami EMBA for the Americas

DATE: October 7, 2013

This letter is forwarded to you to document my support for the creation of an additional track to our EMBA programs entitled: The Miami EMBA of the Americas. This program is focused on global business, particularly business in the Americas and aims at providing business executives working in or with the Americas a high quality MBA with a broad approach to focus areas and scheduling.

This track discussed and unanimously approved the School of Business's School Council on April 29th, 2013.

I believe that these changes continue to strengthen the graduate business programs currently in place.

EWA:

MEMORANDUM

DATE: October 7, 2013
TO: Richard Williamson
Chair, Faculty Senate
FROM: Sundaresh Ramnath
Chair of Accounting Department
SUBJECT: The Miami EMBA for the Americas Track

I am writing to extend my support for the establishment of the EMBA for the Americas' track of our EMBA programs, as approved by the School of Business Administration School Council on April 29, 2013.

Our department will continue to work together with the other Academic Departments in the development of the Accounting content as needed for this program.

Cc: Eugene Anderson, Dean SBA
Anuj Mehrotra, Vice Dean Graduate Business Programs, SBA






Business Law Department
P.O. Box 248022
Coral Gables, Florida 33124-6532

Ph: 305-284-4633
Fax: 305-284-3762

MEMORANDUM

DATE: October 7, 2013

TO: Richard Williamson
Chair, Faculty Senate

FROM: René Sacasas 
Chair of Business Law Department

SUBJECT: The Miami EMBA for the Americas Track

I am writing to extend my support for the establishment of the EMBA for the Americas track of our EMBA programs, as approved by the School of Business Administration School Council on April 29, 2013.

Our department will continue to work together with the other Academic Departments in the development of the Business Law content as needed for this track.

Cc: Eugene Anderson, Dean SBA
Anuj Mehrotra, Vice Dean Graduate Business Programs, SBA



Department of Economics
P.O. Box 248126
Coral Gables, FL 33124-6550

Phone: 305-284-3984
Fax: 305-284-2985

Manuel S. Santos, Ph.D.
Professor and James L. Knight Chair

MEMORANDUM

DATE: October 7, 2013
TO: Richard Williamson
Chair, Faculty Senate
FROM: Manuel Santos 
Chair of Economics Department
SUBJECT: The Miami EMBA for the Americas Track

I am writing to extend my support for the establishment of the EMBA for the Americas track of our EMBA programs, as approved by the School of Business Administration School Council on April 29, 2013.

Our department will continue to work together with the other Academic Departments in the development of the Economics content as needed for this track.

Cc: Eugene Anderson, Dean SBA
Anuj Mehrotra, Vice Dean Graduate Business Programs, SBA



Douglas R. Emery
Bank of America Scholar
Professor of Finance and
Department Chair

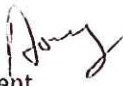
Department of Finance
514 Jenkins
5250 University Drive
Coral Gables, Florida 33124-6552

Ph: 305-284-4430
Dept: 305-284-4362
Fax: 305-284-4800
demery@miami.edu

MEMORANDUM

DATE: October 7, 2013

TO: Richard Williamson
Chair, Faculty Senate

FROM: Douglas R. Emery 
Chair of Finance Department

SUBJECT: The Miami EMBA for the Americas Track

I am writing to extend my support for the establishment of the EMBA for the Americas track of our EMBA programs, as approved by the School of Business Administration School Council on April 29, 2013.

Our department will continue to work together with the other Academic Departments in the development of the Finance content as needed for this track.

Cc: Eugene Anderson, Dean SBA
Anuj Mehrotra, Vice Dean Graduate Business Programs, SBA


MEMORANDUM

DATE: October 7, 2013

TO: Richard Williamson
Chair, Faculty Senate

FROM: Jeffrey Kerr
Chair of Management Department

SUBJECT: The Miami EMBA for the Americas Track



I am writing to extend my support for the establishment of the EMBA for the Americas track of our EMBA programs, as approved by the School of Business Administration School Council on April 29, 2013.

Our department will continue to work together with the other Academic Departments in the development of the Management content as needed for this track.

Cc: Eugene Anderson, Dean SBA
Anuj Mehrotra, Vice Dean Graduate Business Programs, SBA

MEMORANDUM

DATE: September 26, 2013

TO: Richard Williamson
Chair, Faculty Senate

FROM: Yongtao Guan
Chair of Management Science Department
Chair of Computer Information Systems Department

SUBJECT: The Miami EMBA for the Americas Track

I am writing to extend my support for the establishment of the EMBA for the Americas track of our EMBA programs, as approved by the School of Business Administration School Council on April 29, 2013.

Our department will continue to work together with the other Academic Departments in the development of the needed academic content for this track.




Cc: Eugene Anderson, Dean SBA
Anuj Mehrotra, Vice Dean Graduate Business Programs, SBA



Department of Marketing
P.O. Box 248147
Coral Gables, FL 33124-6554

Phone: 305-284-5935
Fax: 305-284-5326

MEMORANDUM

DATE: October 7, 2013
TO: Richard Williamson
Chair, Faculty Senate
FROM: A. Parasuraman 
Chair of Marketing Department
SUBJECT: The Miami EMBA for the Americas

I am writing to extend my support for the establishment of the EMBA for the Americas track of our EMBA programs, as approved by the School of Business Administration School Council on April 29, 2013.

Our department will continue to work together with the other Academic Departments in the development of the Marketing content as needed for this track.

Cc: Eugene Anderson, Dean SBA
Anuj Mehrotra, Vice Dean Graduate Business Programs, SBA



M. Brian Blake, Ph.D.
Vice Provost for Academic Affairs
& Dean of the Graduate School

Graduate School
P.O. Box 248125
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MEMORANDUM

DATE: October 17, 2013

TO: Richard Williamson
Chair, Faculty Senate

FROM: M. Brian Blake *M. Brian Blake*
Dean, The Graduate School

SUBJECT: New Track for the Executive MBA

The School of Business Administration submitted a request to add a new track the Miami Executive Master of Business Administration (EMBA) for the Americas. The addition of the new track was discussed at the meeting of the Graduate Council on Tuesday, October 15, 2013, and none of the Graduate Council members expressed any concerns.

cc: Eugene Anderson, Dean, SBA
Anuj Mehrotra, Vice Dean Graduate Business Programs, SBA
Office of Planning, Institutional Research and Assessment